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Stakeholder and Partner Satisfaction with the Bureau of Land Management

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October, 1997

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Appendix A: Stakeholder and Partner Questionnaire

Appendix B: What Is Net Impression®?

Appendix C: Means and Distributions by State Office

Project Goals

- Understand the dynamics of the relationship between BLM and its various stakeholder and partner groups*.
- Understand how stakeholders and partners view the service they receive from BLM.

Introduction

Using Pacific Consulting Group's Net Impression™ model.

*Stakeholders are those people or organizations who have an interest in BLM products or services; supply requirements such as OMB and the Congress to produce those products or services; have an interest in documented results of BLM products or services. Partners are those people or organizations, either internal or external, who help BLM deliver its products or services. These include labor unions, universities, other government entities, private industry and others.

Project Goals

- Understand the dynamics of the relationship between BLM and its various stakeholder and partner groups*.
- Understand how stakeholders and partners view the service they receive from BLM.
- Investigate whether there are meaningful differences in ratings between stakeholder and partner groups.
- Identify stakeholder and partner-defined priority improvement areas using Pacific Consulting Group's Net Impression® model.

*Stakeholders are those people or organizations who have an interest in BLM products or services; supply resources (such as OMB and the Congress) to produce those products or services; have an interest in unintended results of delivering products or services. Partners are those people or organizations, either internal or external, who help BLM deliver its products or services. These include labor unions, universities, state governments, private industry and others.

Survey Administration

- Telephone interviews were conducted during August and September of 1997 by Shulman, Ronca and Bucuvalas, Inc., a market research firm with offices in New York, N.Y. and Washington D.C.
- The response rate to the survey was 82.3%. Response rate is defined as the percentage of completed interviews compared to the total number of contacts attempted in the eligible population.
- The participation rate was 96.6%. Participation rate is defined as the percentage completing the interview compared to those contacted and asked to participate.
- Together, the response rate and the participation rate reflect meticulous survey research procedures, relatively accurate customer lists and a high degree of program interest among respondents.
- The 82% response rate assures that the report reflects the opinions of the entire population of stakeholders and partners. Even if non-respondents' opinions were markedly different from respondents', they would not represent a large enough proportion to change the overall findings.

Survey Sampling

- A total of 904 surveys were completed. Between 23 (Utah) and 142 (Oregon) surveys were completed for each State Office.
- The sampling strategy was to obtain 100 completed interviews for those State Offices where that was possible, i.e., where BLM records indicated that there were at least 100 names to contact. For those State Offices with less than 100 names, the goal was to complete as many interviews as possible using multiple callbacks. Overall, the goal was to obtain 900 completed interviews nationwide. State Offices, in most cases, provided us with their complete list of stakeholders and partners for sampling purposes.

| | | | |
|-------|------|-----|-------|
| NM | 170 | 79 | 9.3% |
| NV | 200 | 75 | 10.0% |
| OR | 212 | 142 | 3.1% |
| UT | 20 | 23 | 9.0% |
| WY | 193 | 117 | 7.4% |
| TOTAL | 1792 | 904 | 2.7% |

Sample Disposition

| State Office | Names Provided** | Completed Interviews | Maximum Sampling Error*** |
|--------------|------------------|----------------------|---------------------------|
| AK | 72 | 49 | 7.9% |
| AZ | 87 | 46 | 9.9% |
| CA | 200 | 83 | 9.5% |
| CO | 59 | 20 | 17.8% |
| ES* | 211 | 80 | 10.4% |
| ID | 145 | 90 | 6.4% |
| MT | 193 | 100 | 6.8% |
| NM | 170 | 79 | 9.5% |
| NV | 200 | 75 | 10.0% |
| OR | 232 | 142 | 5.1% |
| UT | 30 | 23 | 9.9% |
| WY | 193 | 117 | 7.4% |
| TOTAL | 1792 | 904 | 2.7% |

* Eastern States

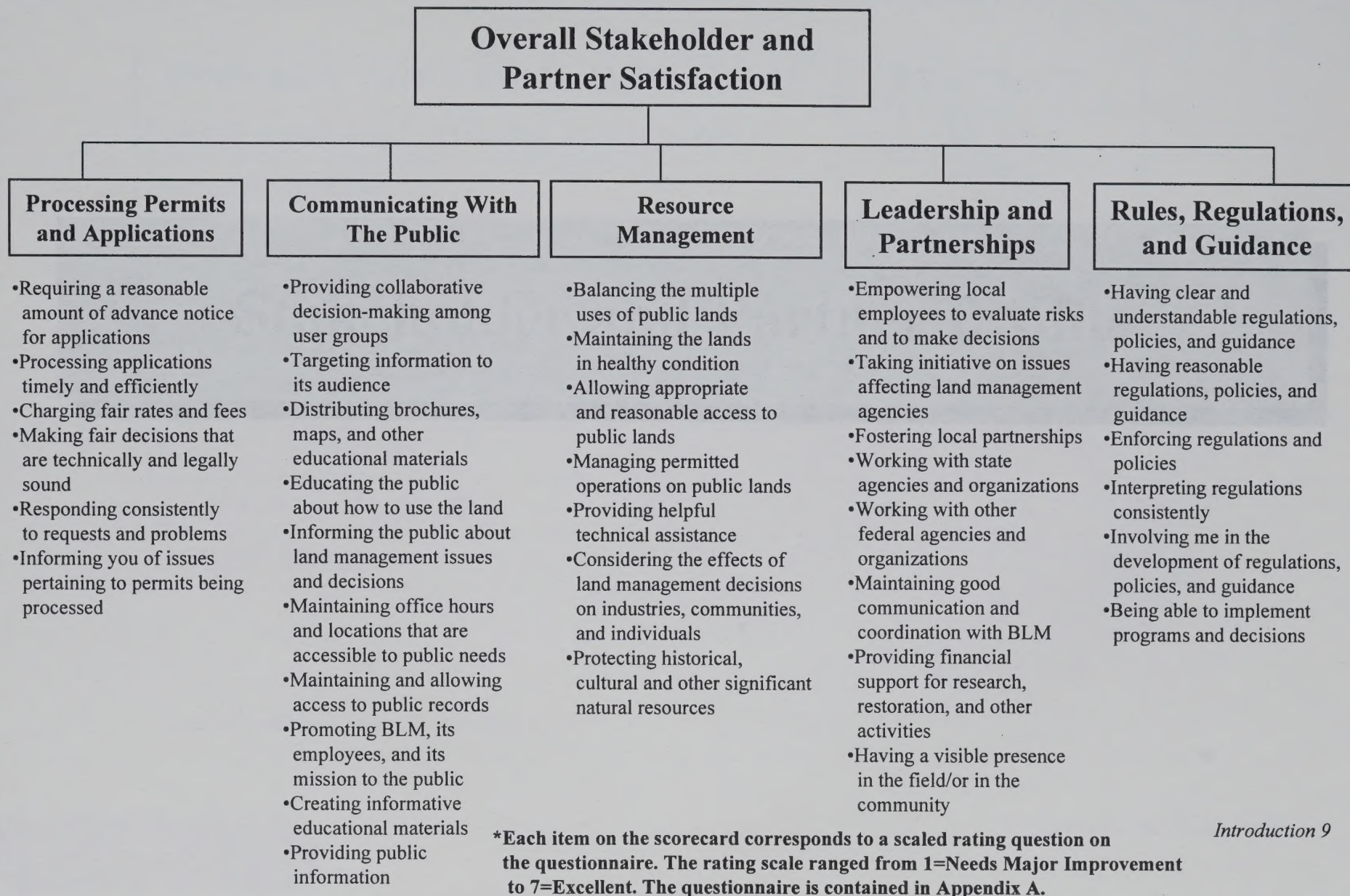
** Number of qualified respondents after removal of duplicates, wrong numbers, etc..

*** Adjusted with finite population correction at the 95% confidence level.

Analysis Methodology

- Net Impression® qualitative research techniques were used to structure the questions in the questionnaire into a Net Impression® Scorecard. Net Impression® is described in Appendix B.
- Frequency tabulation and cross-tabulation procedures were used to generate sample profile statistics.
- The impact of different customer characteristics was assessed by testing the significance of differences in mean rating using analysis of variance. The 90% confidence level was used in reporting significant differences.
- The Net Impression® model was used to identify areas where improvements will make the greatest difference in increasing satisfaction. The Net Impression® “leverage” scores show areas where stakeholders and partners are relatively dissatisfied and/or where improvements will make a relatively large contribution to their overall opinions of the program.

Stakeholder and Partner Scorecard*



| PRIMARY AREA OF INTERACTION | PERCENT* |
|--|----------|
| Commercial user (grazing, leasing, etc.) | 19.9% |
| Something else | 18.5% |

Stakeholder and Partner Profile

| | |
|----------------------|------|
| A BLM land user | 5.6% |
| Neighbor to BLM land | 3.3% |
| General interest | 2.1% |

*Does not add to 100% due to rounding

Primary Stakeholder and Partner Interaction With BLM

| PRIMARY AREA OF INTERACTION | PERCENT* |
|--|----------|
| Commercial user (grazing, leasing, etc.) | 19.9% |
| Something else | 18.5% |
| Recreational user | 17.7% |
| User of BLM information | 12.8% |
| Interested in preservation | 10.1% |
| Another government organization | 8.8% |
| A BLM land user | 5.6% |
| Neighbor to BLM land | 3.3% |
| General interest | 2.1% |

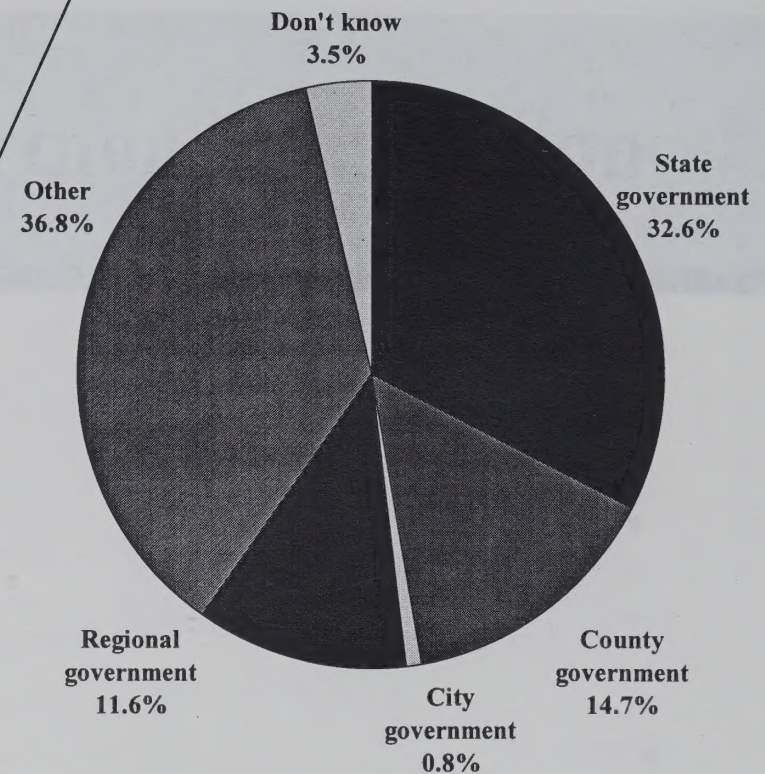
*Does not add to 100% due to rounding.

Multiple Contacts with BLM

| REASONS FOR CONTACT WITH BLM | PERCENT* |
|--|----------|
| User of BLM information | 83.1% |
| Recreational user | 66.8% |
| Interested in preservation | 66.2% |
| General interest | 60.1% |
| A BLM land user | 58.7% |
| Commercial user (grazing, leasing, etc.) | 35.7% |
| Neighbor to BLM land | 34.6% |
| Another government organization | 28.8% |
| Something else | 25.1% |

*Percent of respondents having this type of interaction.

Type of Government Organization



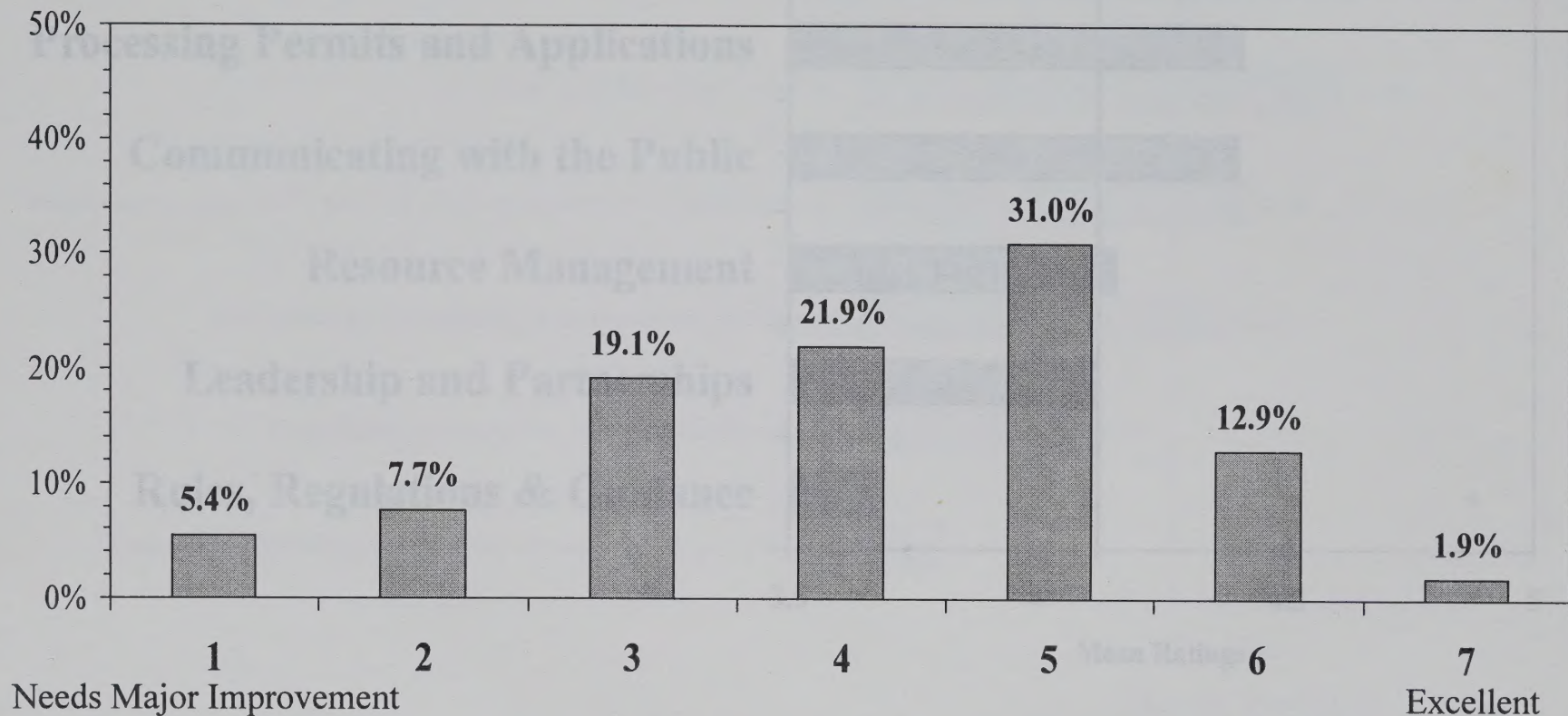
- An overall mean rating of 4.12 is low compared to customer satisfaction ratings of most services and service providers. It should be kept in mind, however, that many of these respondents disagree with BLM (and federal) laws and policies, or how those policies are implemented, and that this can influence service satisfaction ratings.

Stakeholder and Partner Satisfaction

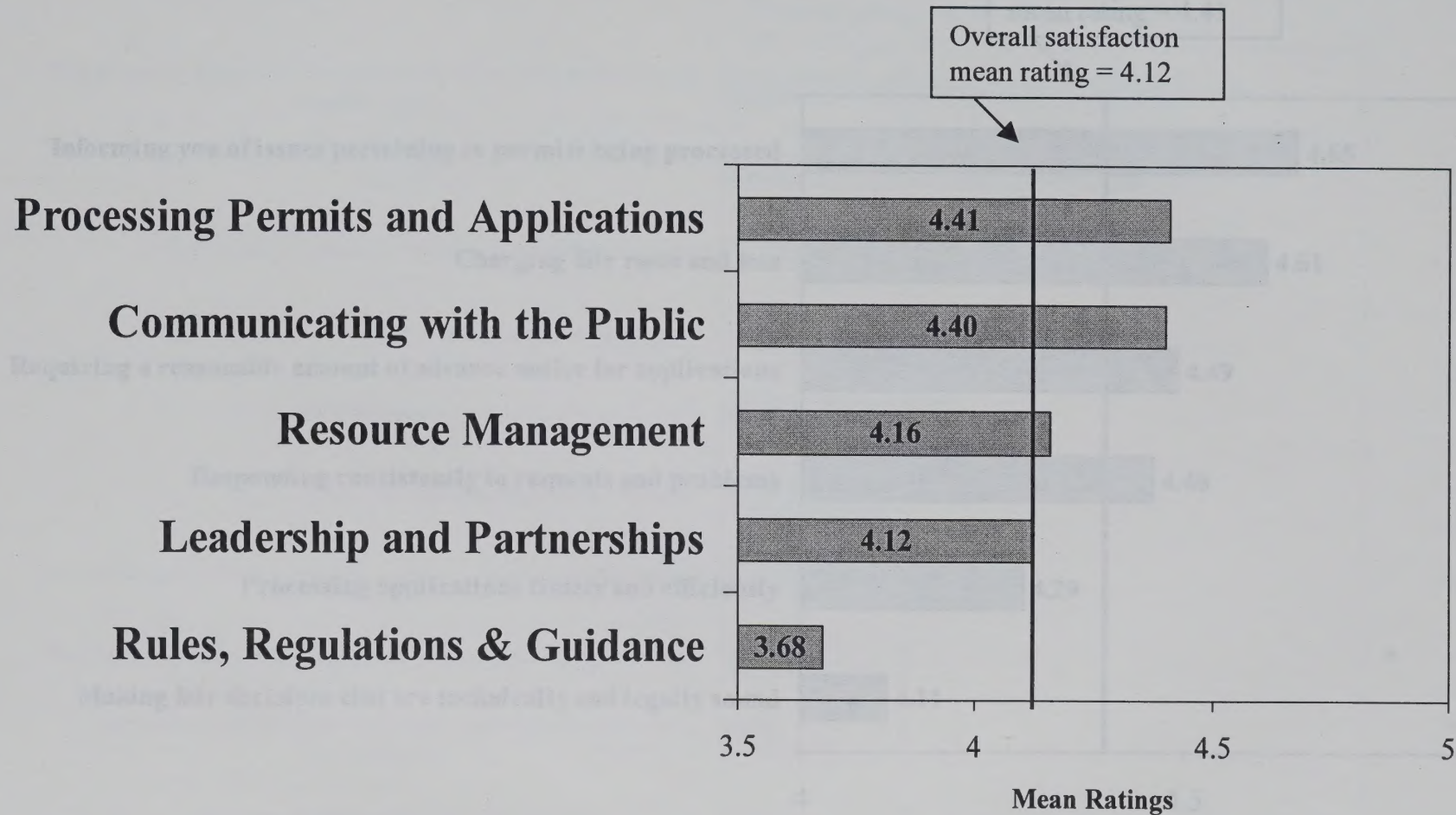


Overall Stakeholder and Partner Performance Rating of BLM

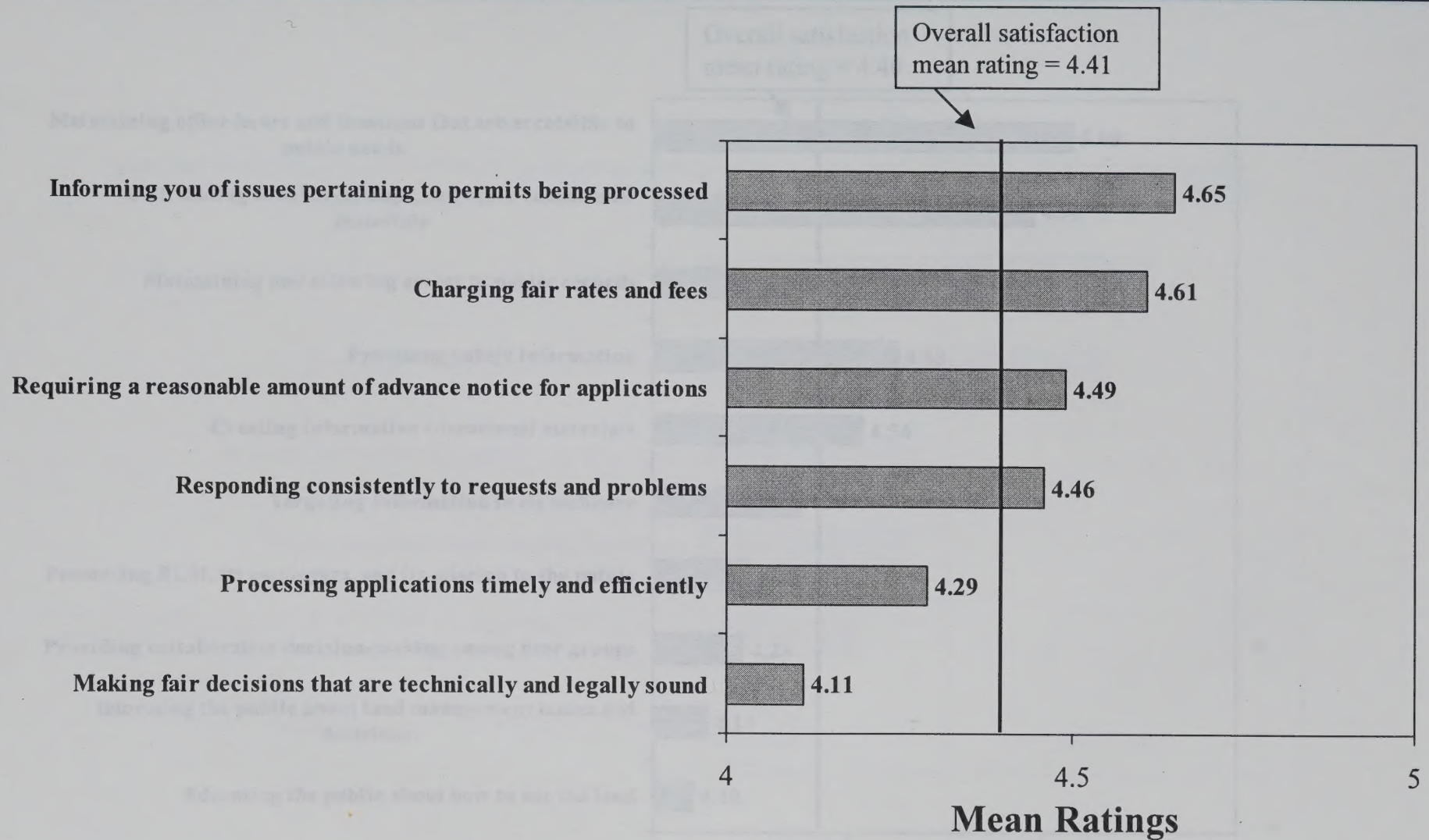
- An overall mean rating of 4.12 is low compared to customer satisfaction ratings of most services and service providers. It should be kept in mind, however, that many of these respondents disagree with BLM (and federal) laws and policies, or how those policies are implemented, and that this can influence service satisfaction ratings.



Arena Mean Ratings



Processing Permits and Applications Mean Ratings

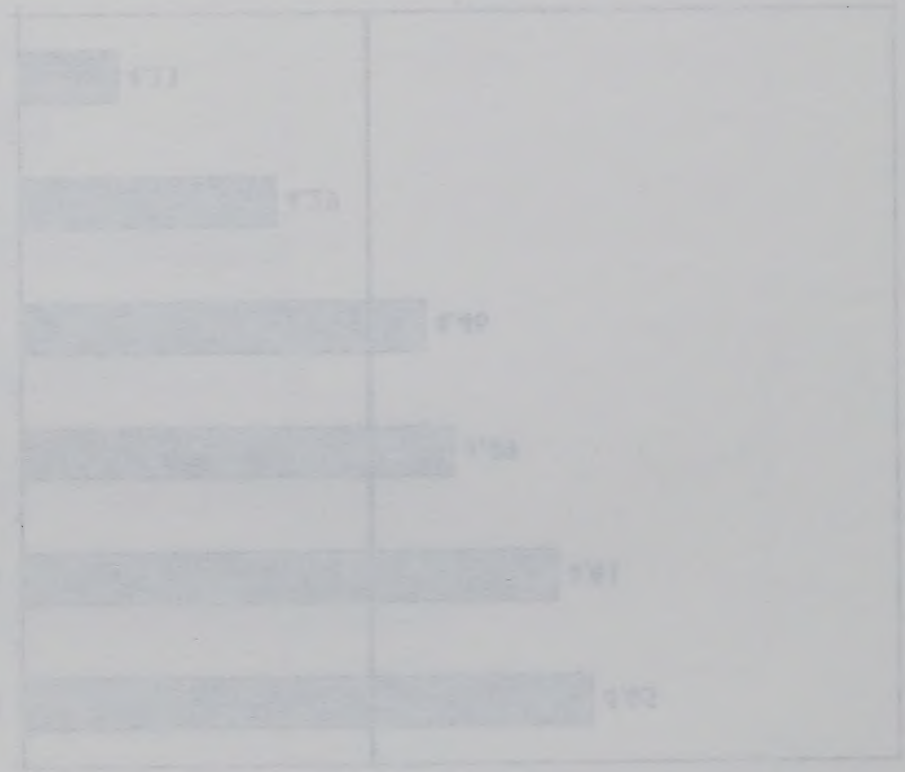


Mean Ratings

2

1

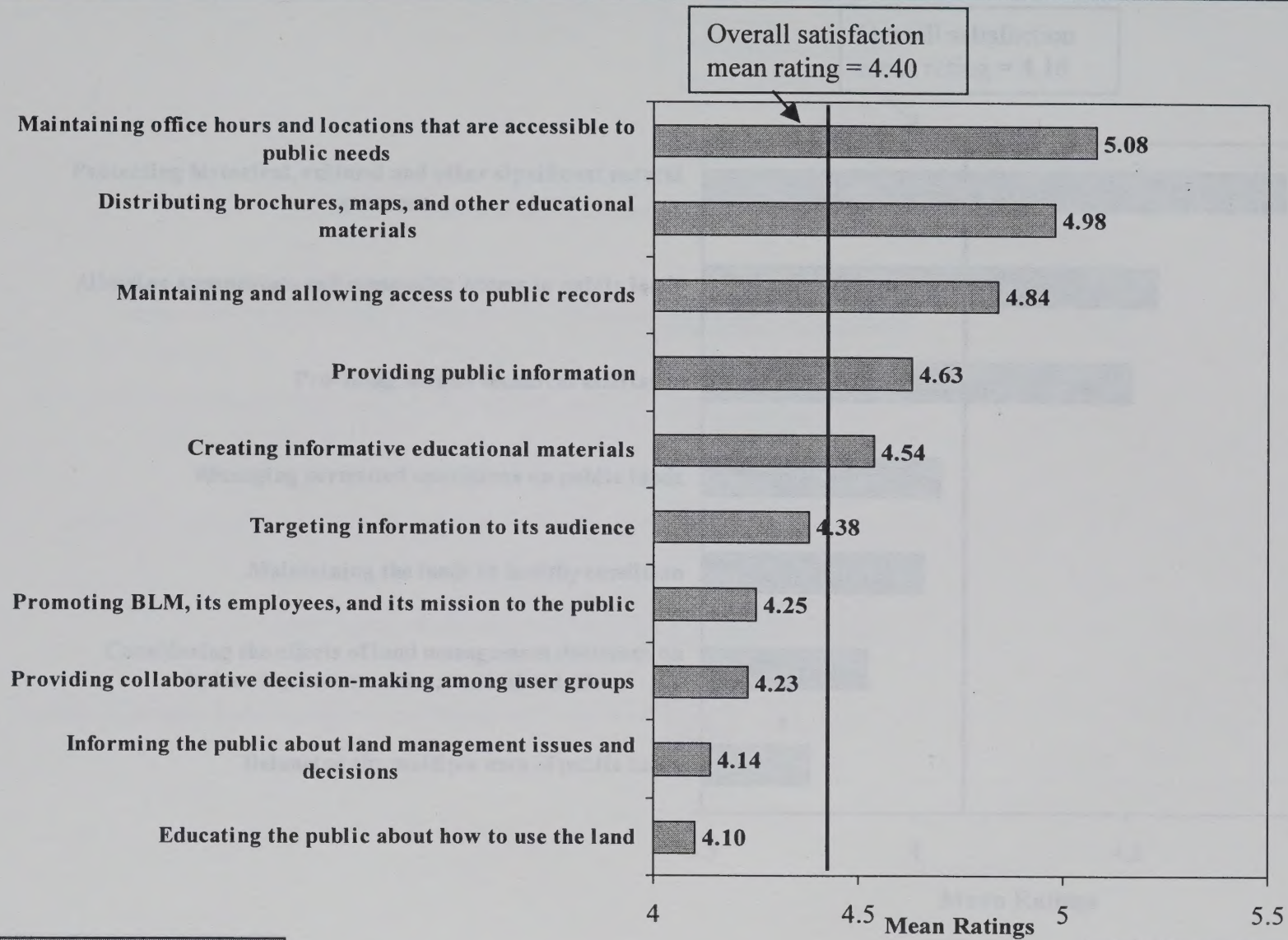
highest rating for the most serious and dangerous
threats to the health and safety of the community
highest rating for the most serious and dangerous
threats to the health and safety of the community
highest rating for the most serious and dangerous
threats to the health and safety of the community
highest rating for the most serious and dangerous
threats to the health and safety of the community



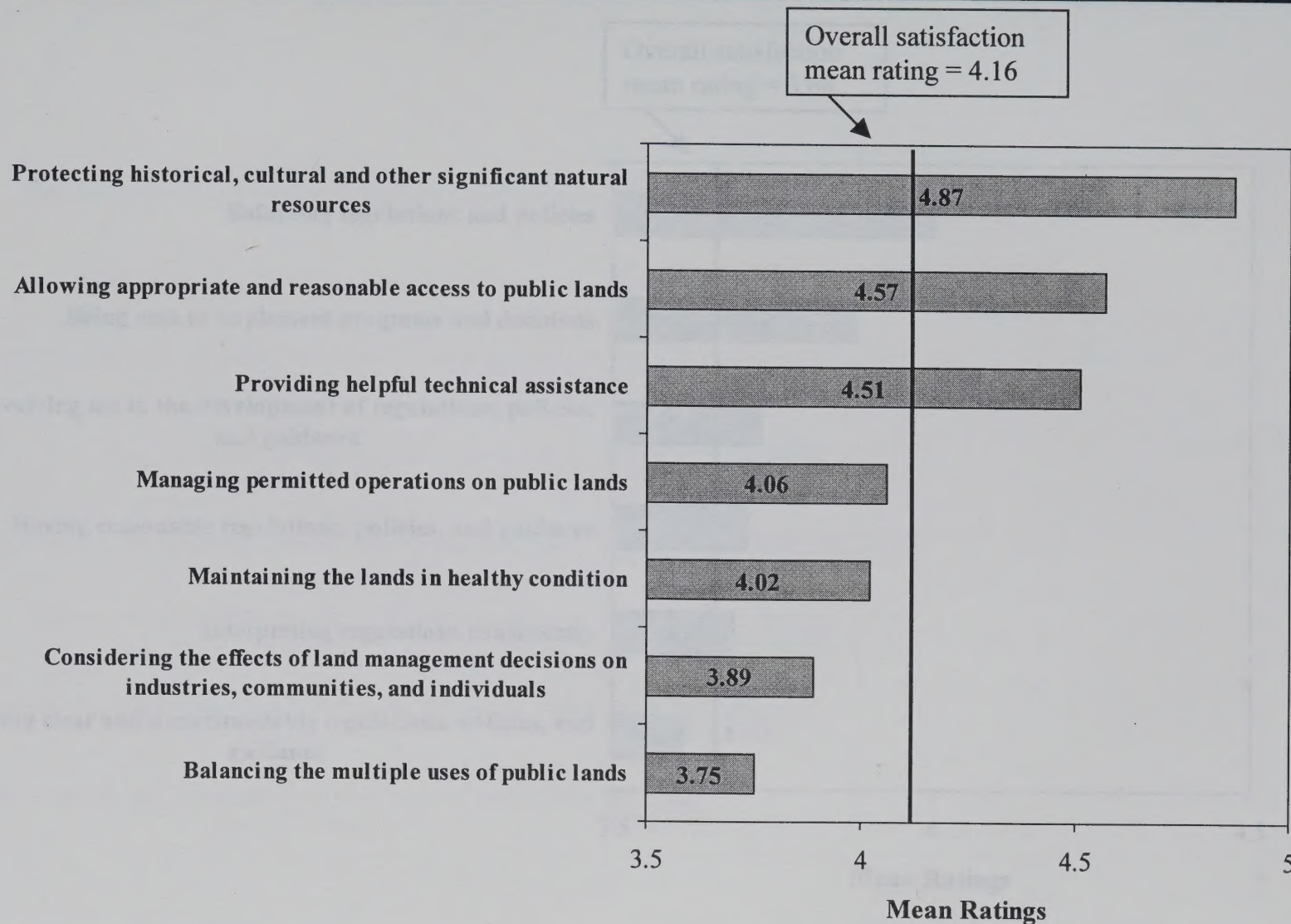
Mean Rating = 4.1
Standard Deviation = 0.8

Processing Permits and Applications Mean Ratings

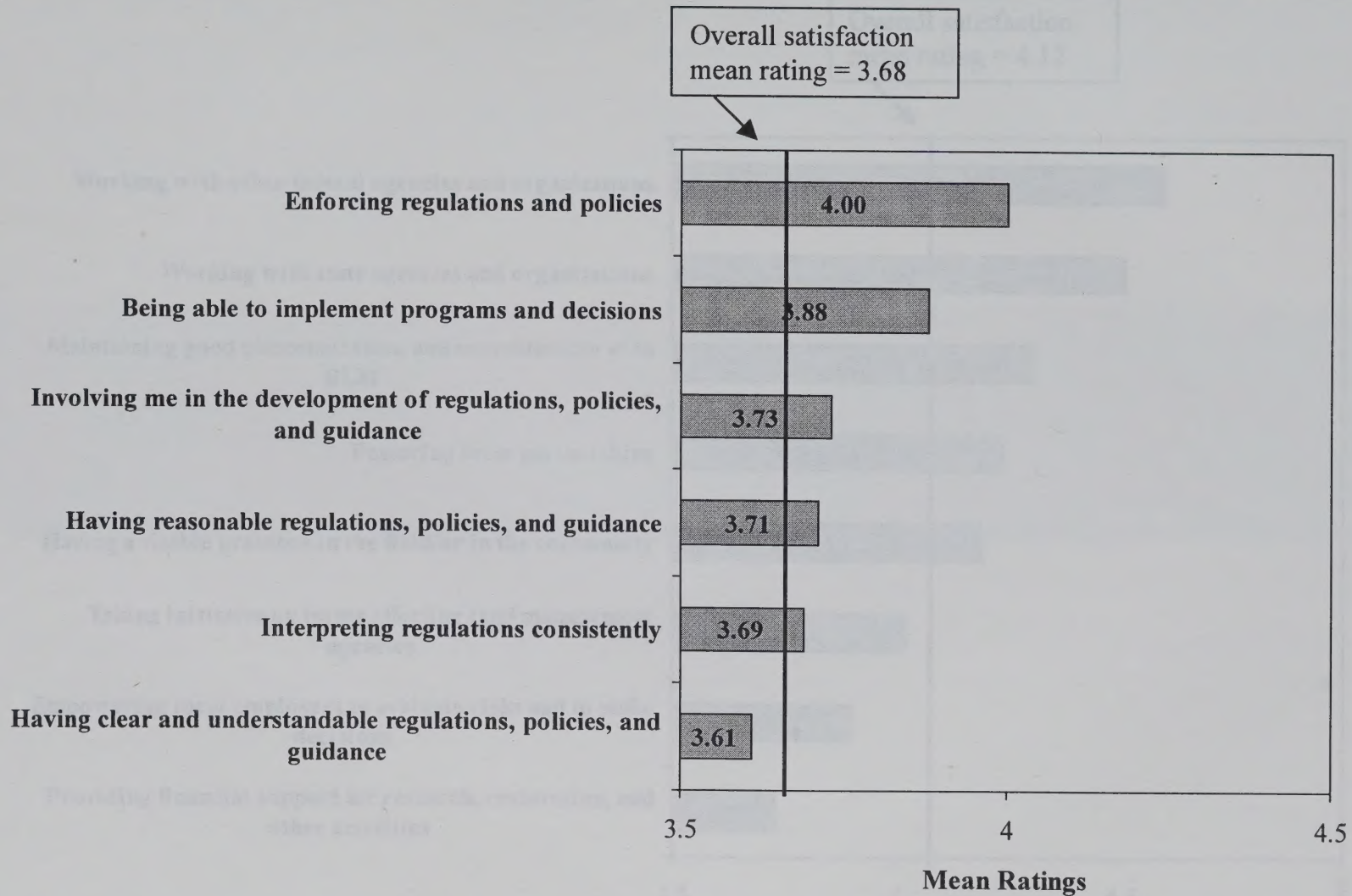
Communicating With The Public Mean Ratings



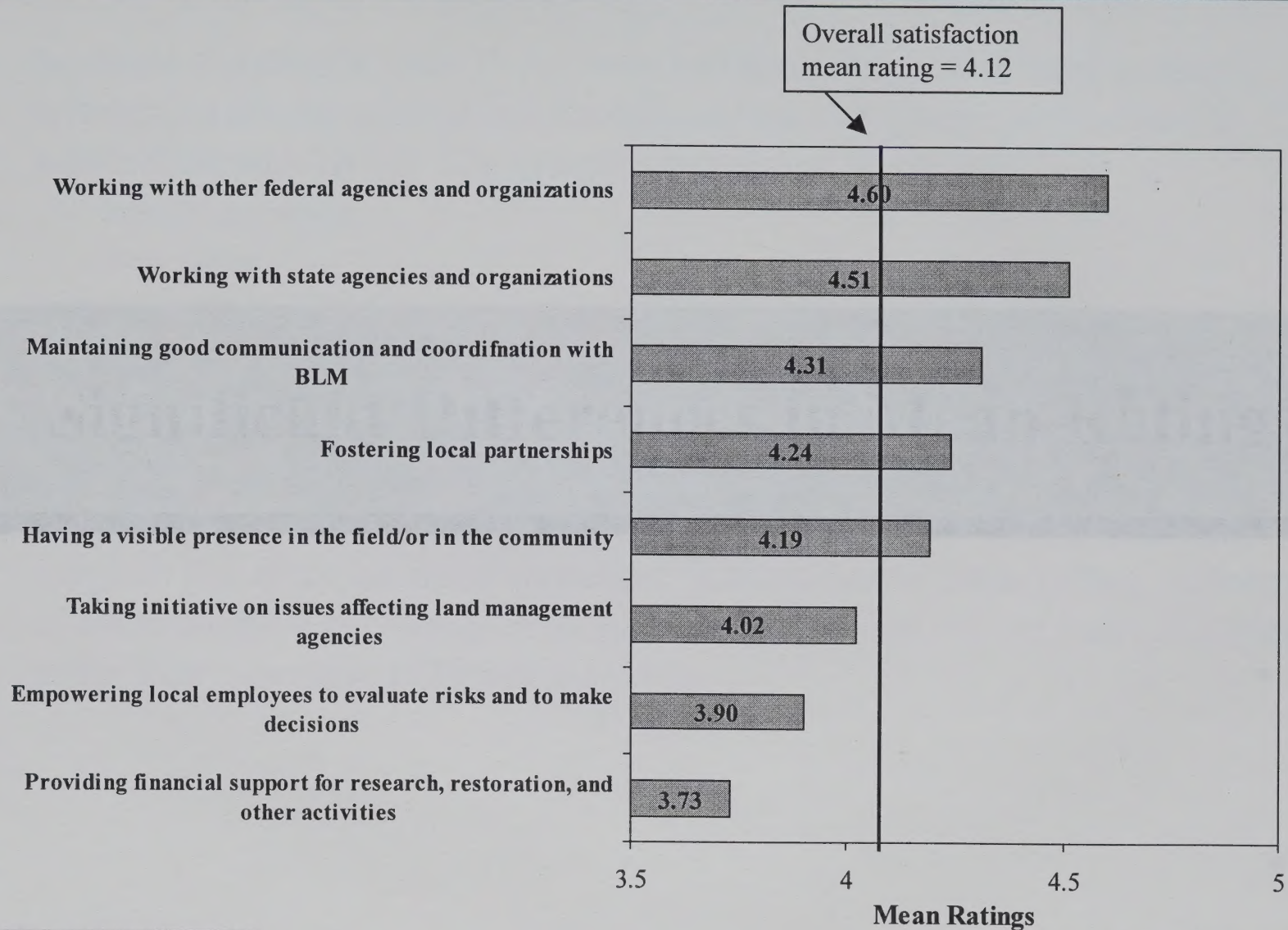
Resource Management Mean Ratings



Rules, Regulations and Guidance Mean Ratings



Leadership and Partnerships Mean Ratings



Statistically Significant Rating Differences

- Analysis of variance (ANOVA) statistical procedures were used to assess differences among various stakeholder and partner groups with regard to satisfaction with BLM. The groupings analyzed were:
 - Primary interaction
 - State Office

Significant Differences in Mean Ratings

suggests that there are other systemic, State Office by State Office, differences in administrative performance or that stakeholder and partner basic attitudes differ from one State Office to the other.

Statistically Significant Rating Differences

- Analysis of variance (ANOVA) statistical procedures were used to assess differences among various stakeholder and partner groups with regard to satisfaction with BLM. The groupings analyzed were:
 - Primary interaction
 - State Office
- Only significant differences at the 90% confidence level are shown.
- Overall, the data indicate that stakeholder and partner satisfaction differs depending on the State Office location of respondents. The purpose of primary stakeholder and partner interaction with BLM does not significantly influence satisfaction ratings except for the Resource Management arena. The analysis suggests that there are either systemic, State Office by State Office, differences in administrative performance or that stakeholder and partner basic attitudes differ from one State Office to the other.

higher than one State Office to the other in administrative performance or that stakeholders and business ratings suggests that there are either systematic State Office or State Office differences in satisfaction ratings except for the Resource Management area. The analysis stakeholders and business interaction with BLM does not significantly influence depending on the State Office location of respondents. The influence of business

- Overall, the data indicate that stakeholders and business satisfaction differs
- Only significant differences at the 90% confidence level are shown:
 - State Office
 - Business interaction

satisfaction with BLM. The findings analyzed were:

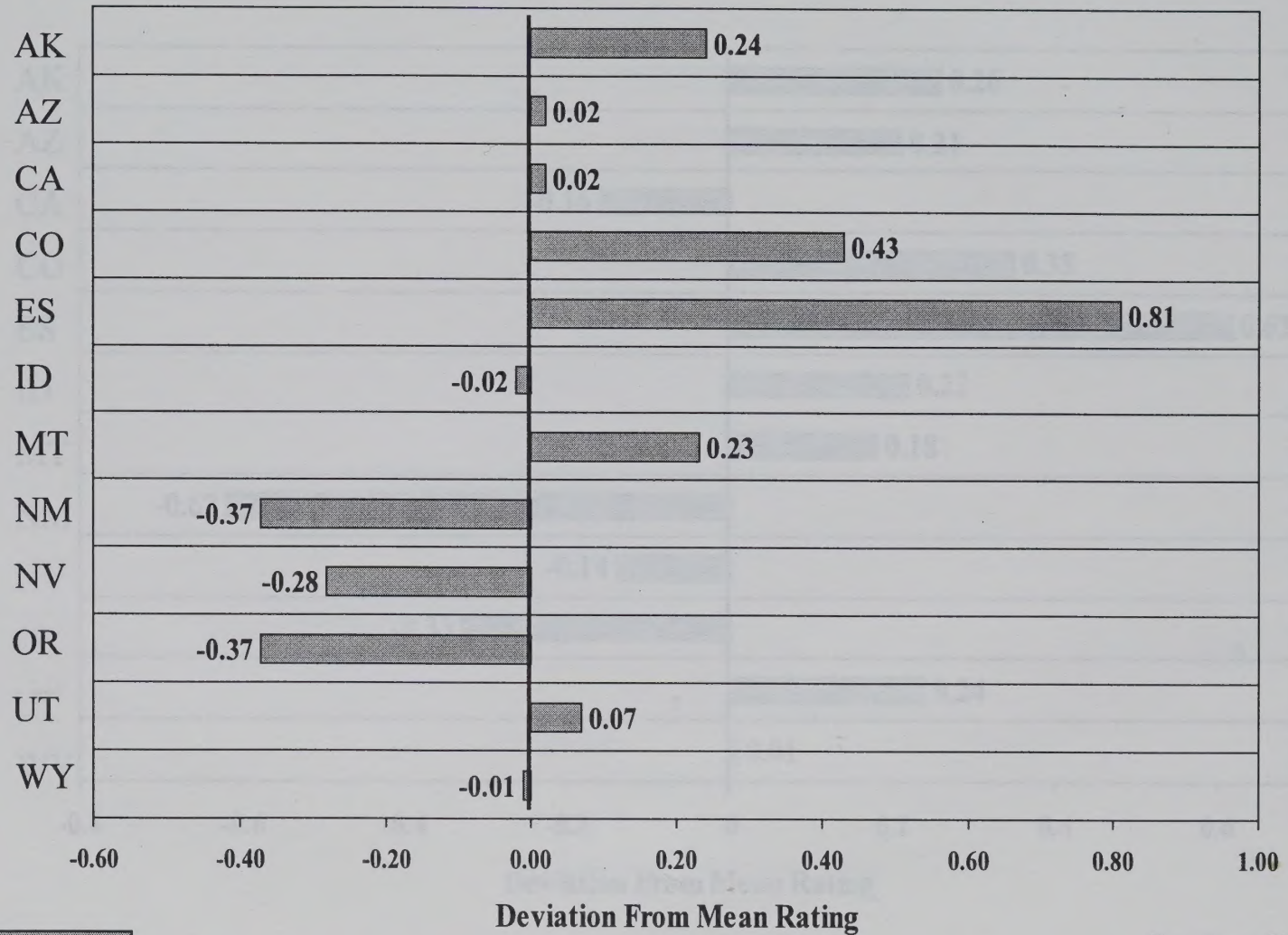
differences among various stakeholders and business groups with regard to

- Analysis of variance (ANOVA) statistical procedures were used to assess

Statistically Significant Rating Differences

Differences in Overall BLM Performance

(Mean=4.11 N=871)



Differences in Processing Permits and Applications

(Mean=4.40 N=718)

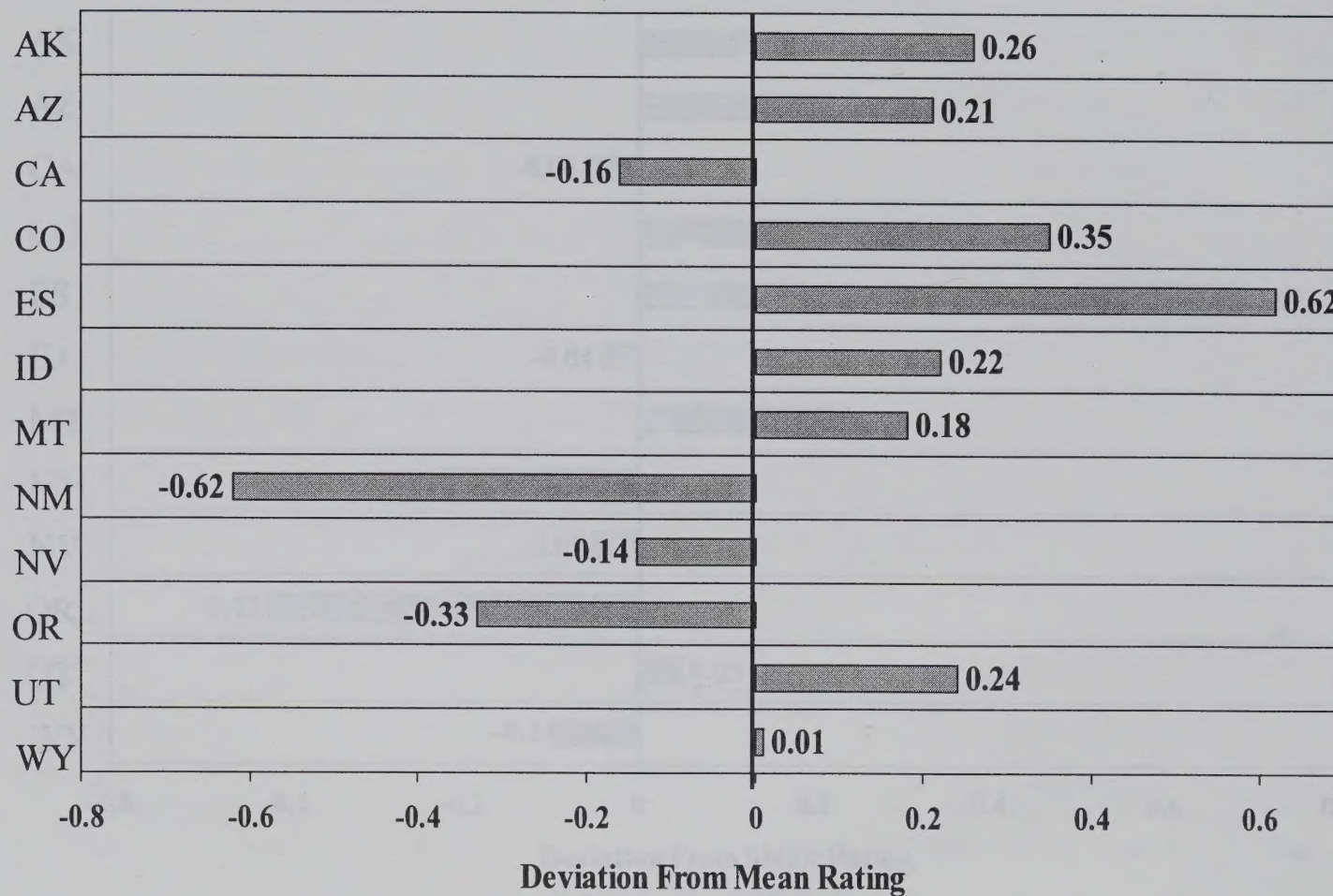
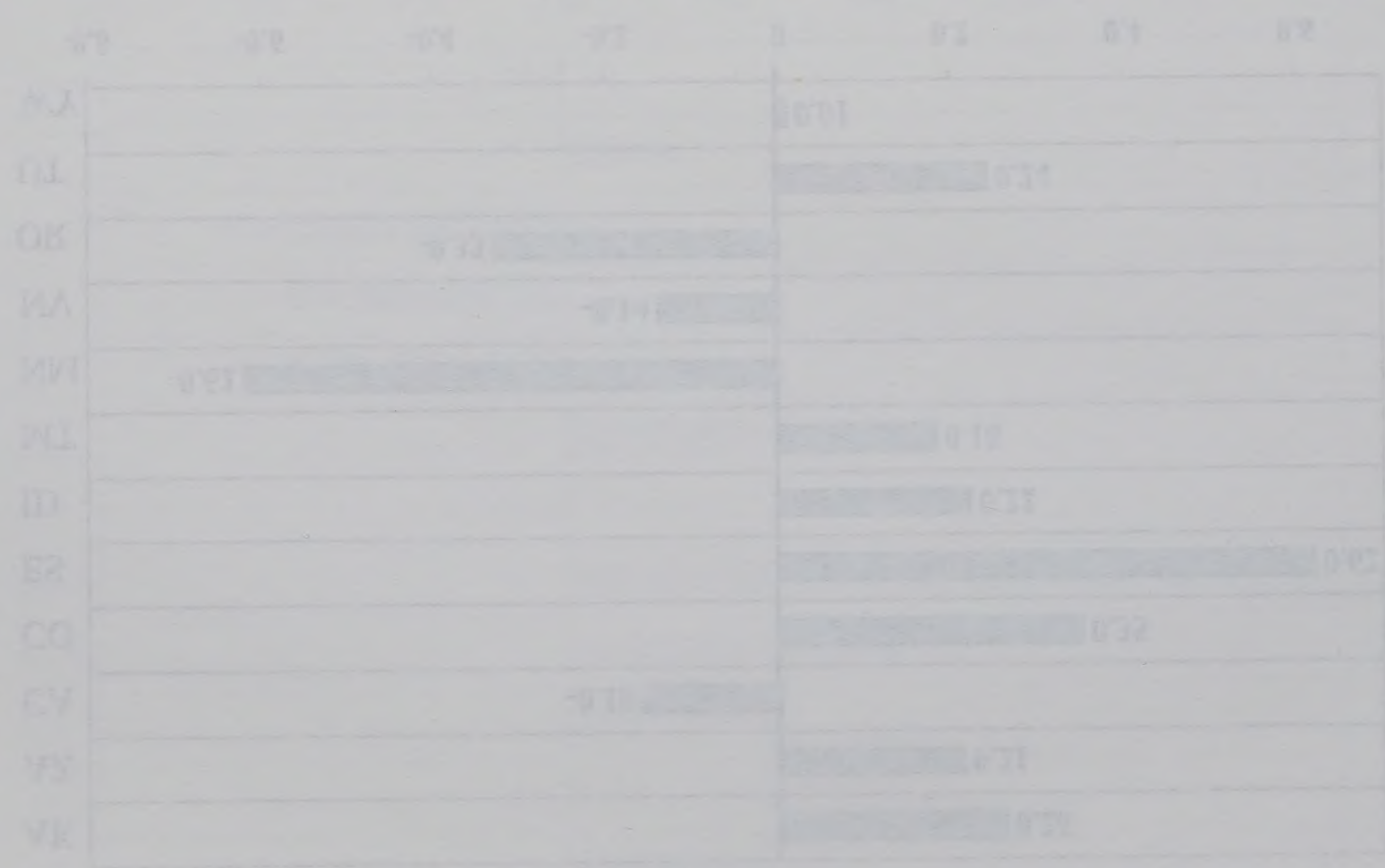


Figure 1: Mean Scores

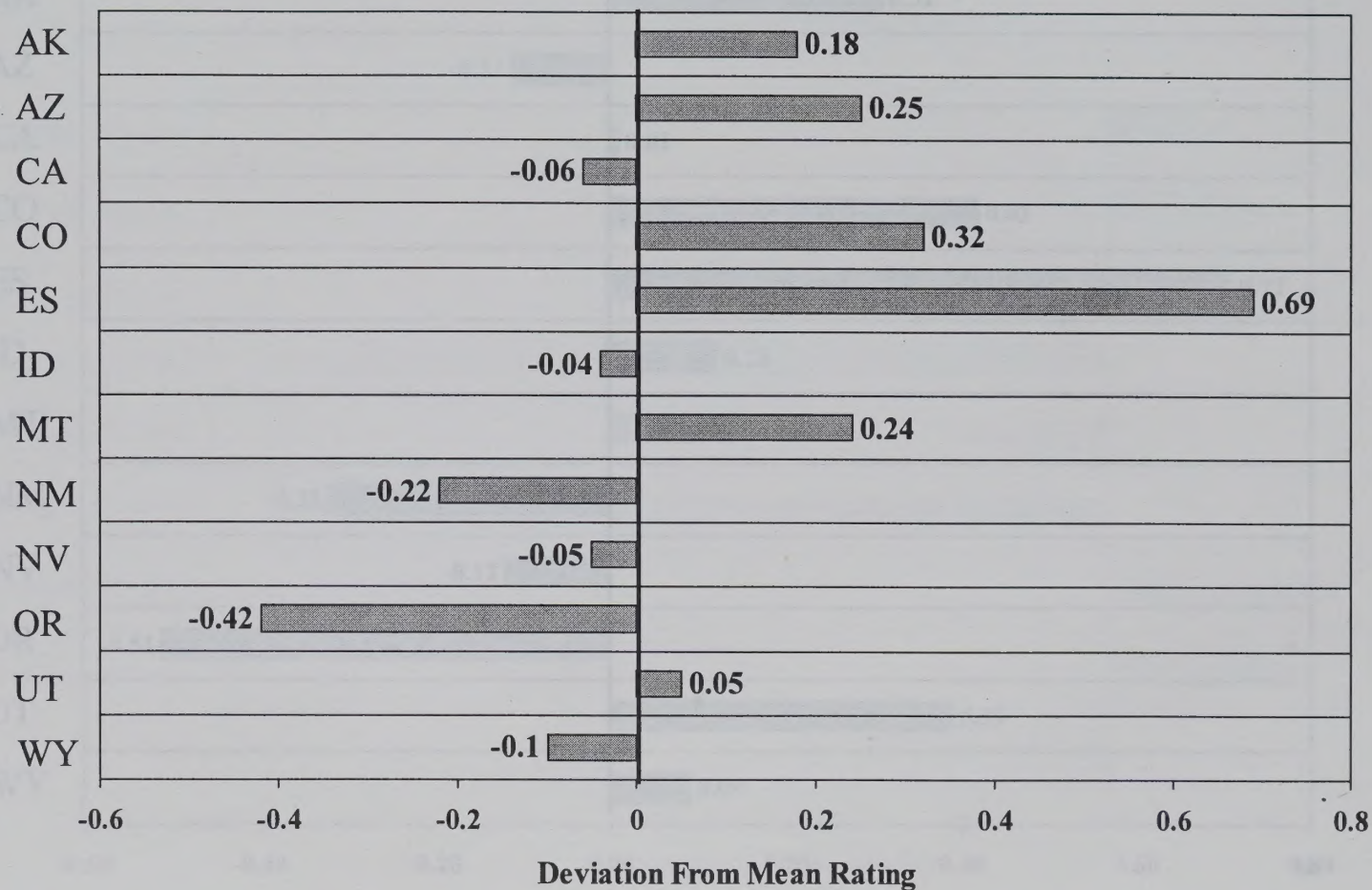


Source: Author (2004)

Differences in Processing Terms and Abbreviations

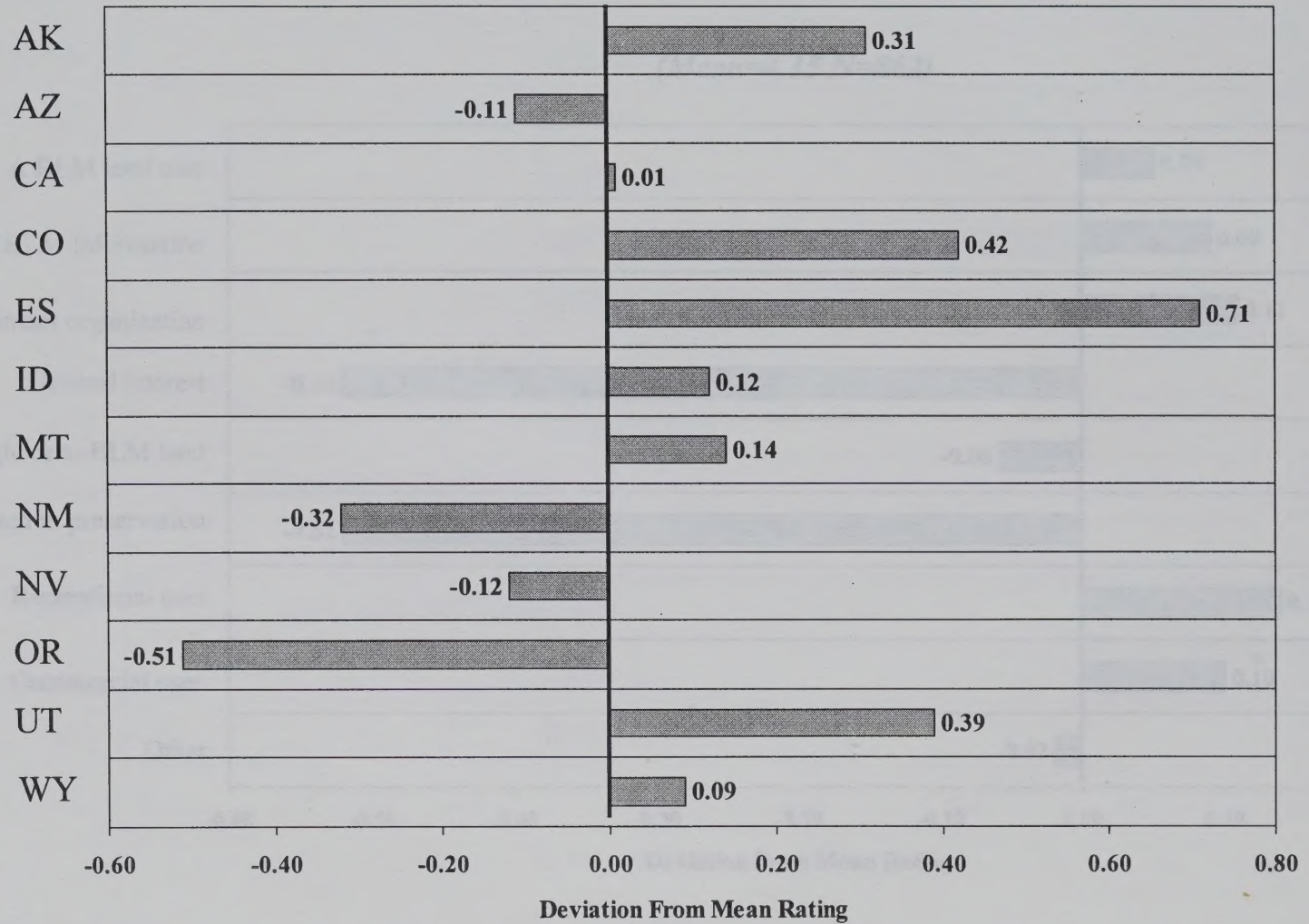
Differences in BLM's Communication With the Public

(Mean=4.39 N=869)

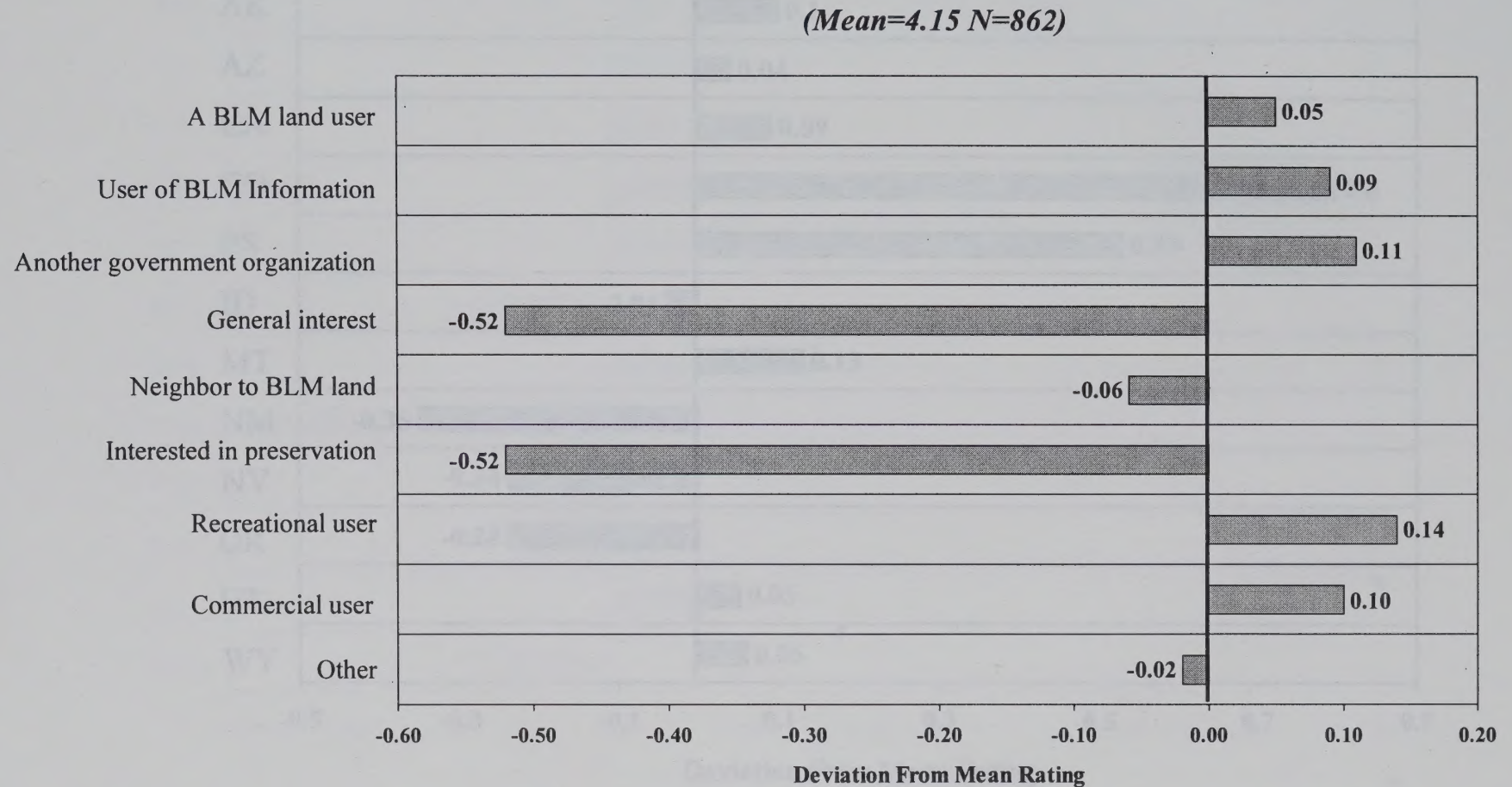


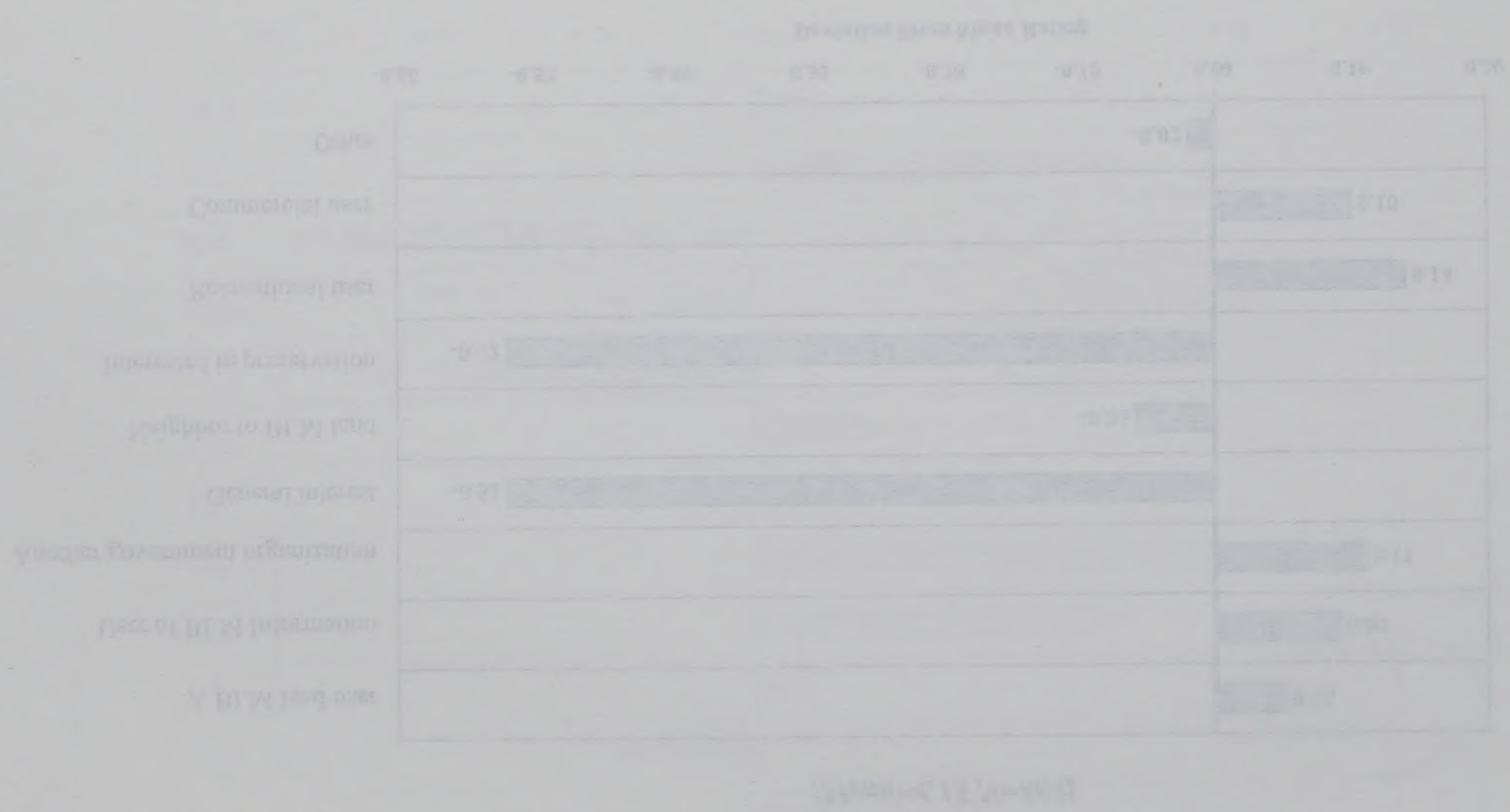
Differences in Resource Management *continued*

(Mean=4.15 N=862)



Differences in Resource Management, continued

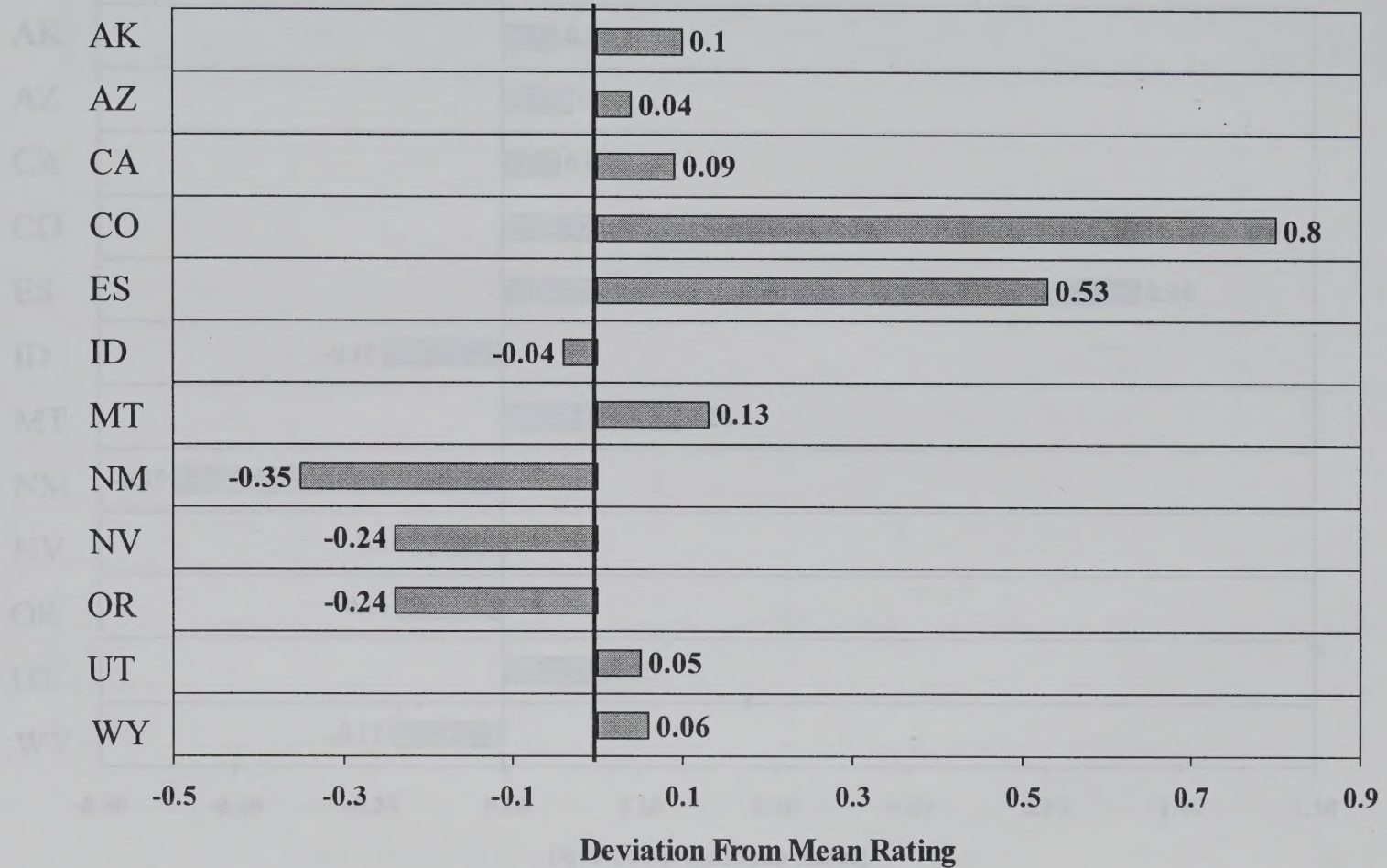




Differences in Resource Management, continued

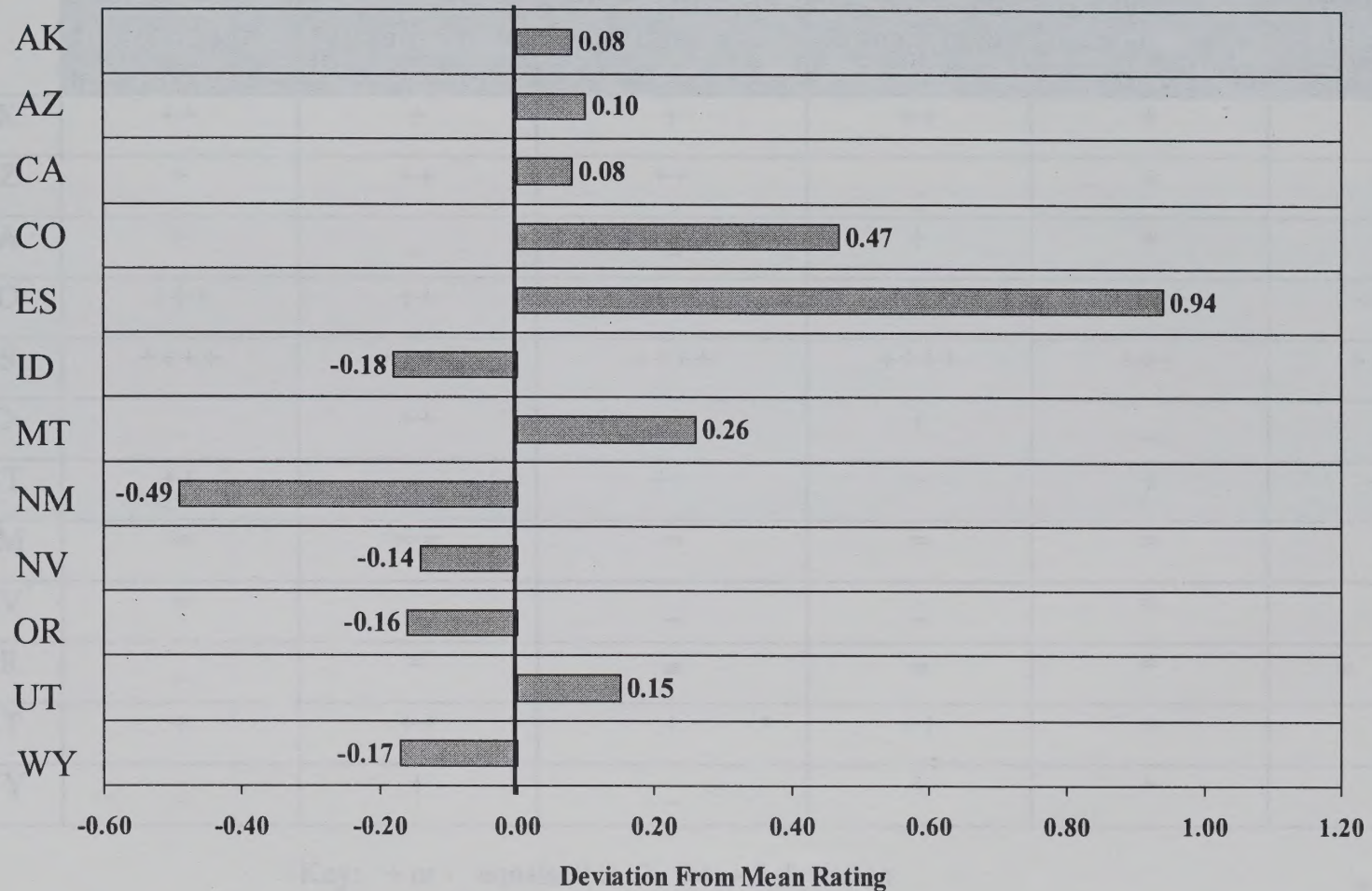
Differences in Leadership and Partnerships

(Mean=4.11 N=817)



Differences in Regulations, Policies and Guidance

The table below summarizes State Of (Mean=3.67 N=823) the national average ratings.



Deviations From National Means by State Office

•The table below summarizes State Office deviations from the national average ratings.

| | Overall Performance | Processing Permits and Applications | Communication with the Public | Resource Management | Leadership and Partnerships | Regulations, Policies and Guidance |
|----|---------------------|-------------------------------------|-------------------------------|---------------------|-----------------------------|------------------------------------|
| AK | ++ | + | + | ++ | + | + |
| AZ | + | ++ | ++ | - | + | + |
| CA | + | - | - | + | + | + |
| CO | +++ | ++ | ++ | +++ | ++++ | +++ |
| ES | ++++ | ++++ | ++++ | ++++ | +++ | ++++ |
| ID | - | ++ | - | + | - | - |
| MT | ++ | + | ++ | + | + | ++ |
| NM | = | = | = | = | = | ≡ |
| NV | = | - | - | - | = | - |
| OR | - | = | ≡ | ≡ | = | - |
| UT | + | ++ | + | ++ | + | + |
| WY | - | + | - | + | + | - |

Key: + or - equals 0 to .2, 0 to -.2 deviation

++ or = equals .2 to .4, -.2 to -.4 deviation

+++ or ≡ equals .4 to .6, -.4 to -.6 deviation

++++ or == equals greater than .6, less than -.6 deviation

Leverage Analysis and Improvement Opportunities

- Leverage analysis shows where improvements will make the most difference to customers.
- A high leverage area is one where customers are relatively dissatisfied and/or a change will probably contribute to an improvement in stakeholder and partner satisfaction with BIM.
- Leverage is indexed on a one to ten scale, with higher numbers indicating greater

Improvement Opportunities: Leverage Analysis

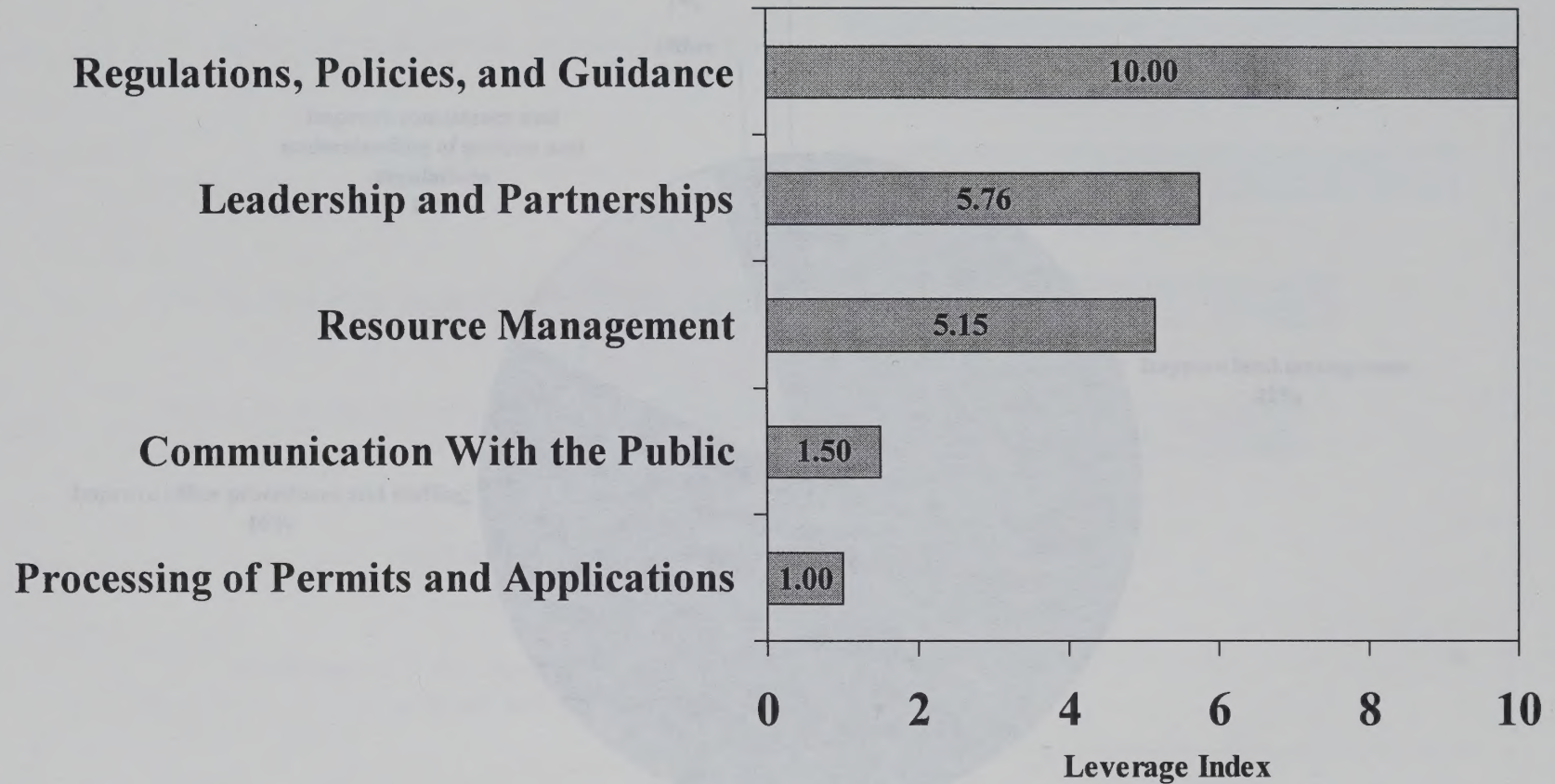
| SATISFACTION | LOW | MEDIUM LEVERAGE | HIGH LEVERAGE |
|--------------|------|--------------------|--------------------|
| | HIGH | LOW LEVERAGE | MEDIUM LEVERAGE |

Leverage Analysis and Improvement Opportunities

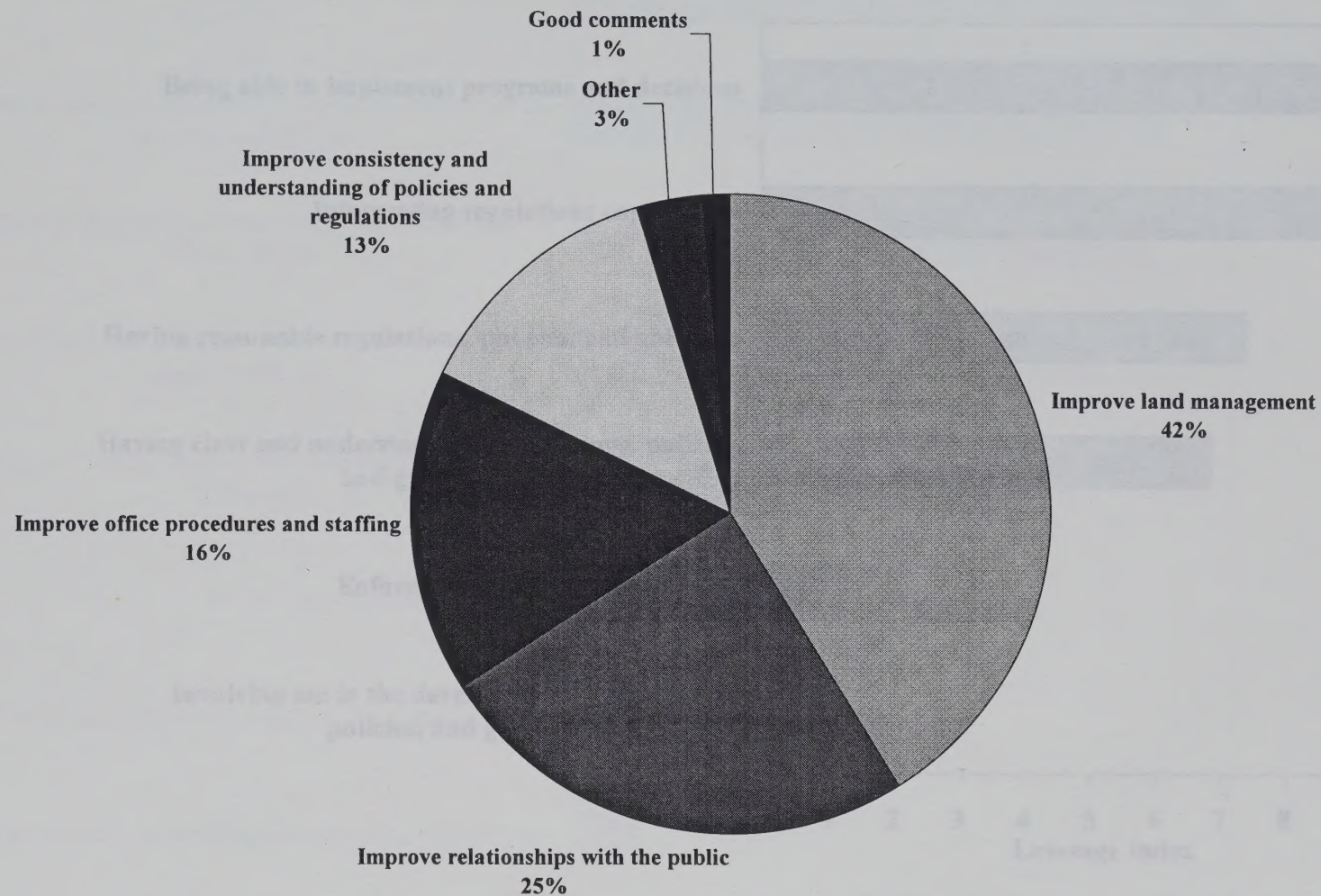
- Leverage analysis shows where improvements will make the most difference to customers.
- A high leverage area is one where customers are relatively dissatisfied and/or a change will probably contribute to an improvement in stakeholder and partner satisfaction with BLM.
- Leverage is indexed on a one to ten scale, with higher numbers indicating greater opportunities for improvement. The arena with the highest leverage is shown as a ten on the scale; that with the least leverage, as a one. Ten represents the best opportunity for improving stakeholder and partner satisfaction.

| | | <i>CONTRIBUTION/IMPORTANCE</i> | |
|---------------------|------|--------------------------------|--------------------|
| | | LOW | HIGH |
| <i>SATISFACTION</i> | LOW | MEDIUM LEVERAGE | HIGH LEVERAGE |
| | HIGH | LOW LEVERAGE | MEDIUM LEVERAGE |

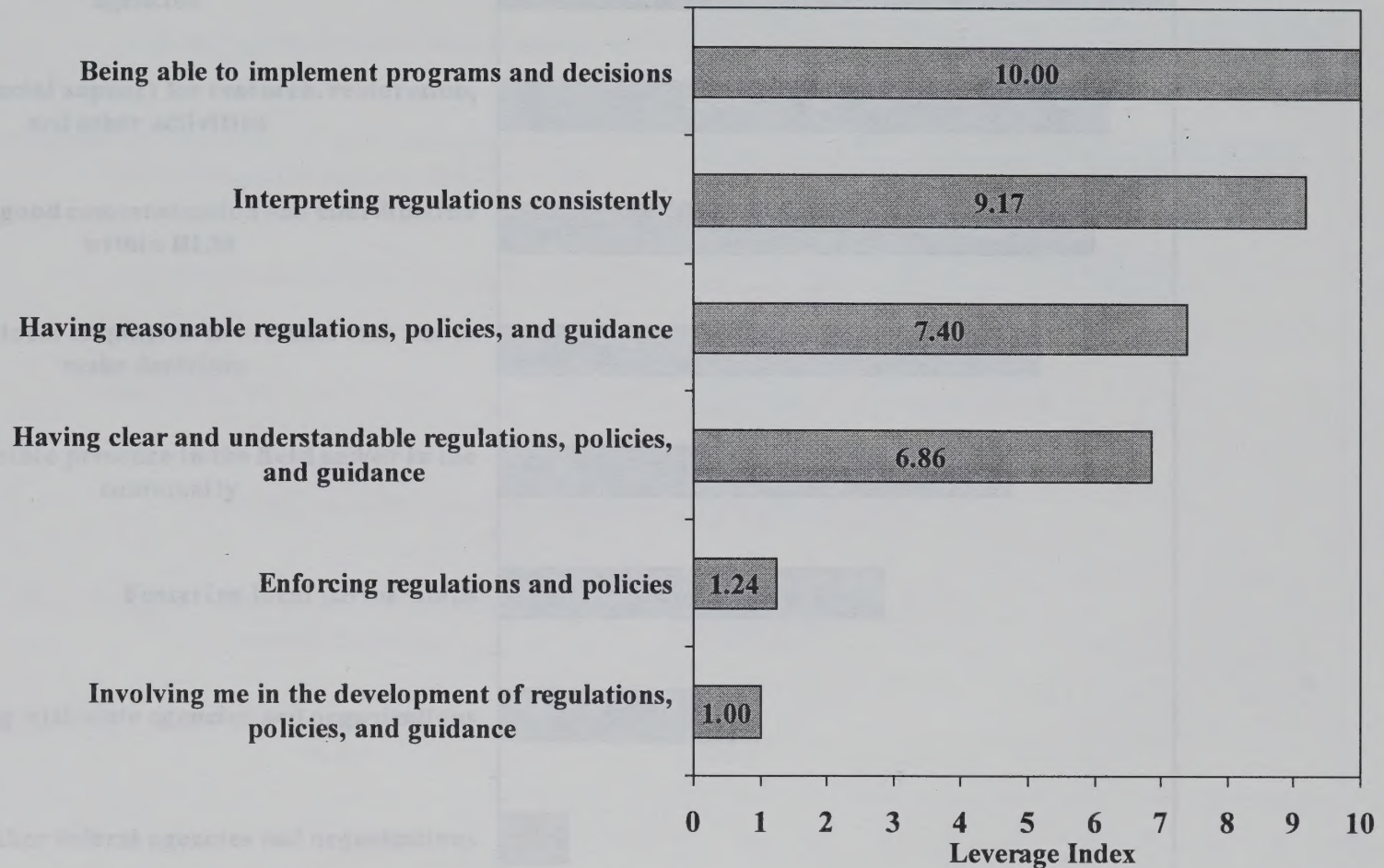
Arena Level Leverage

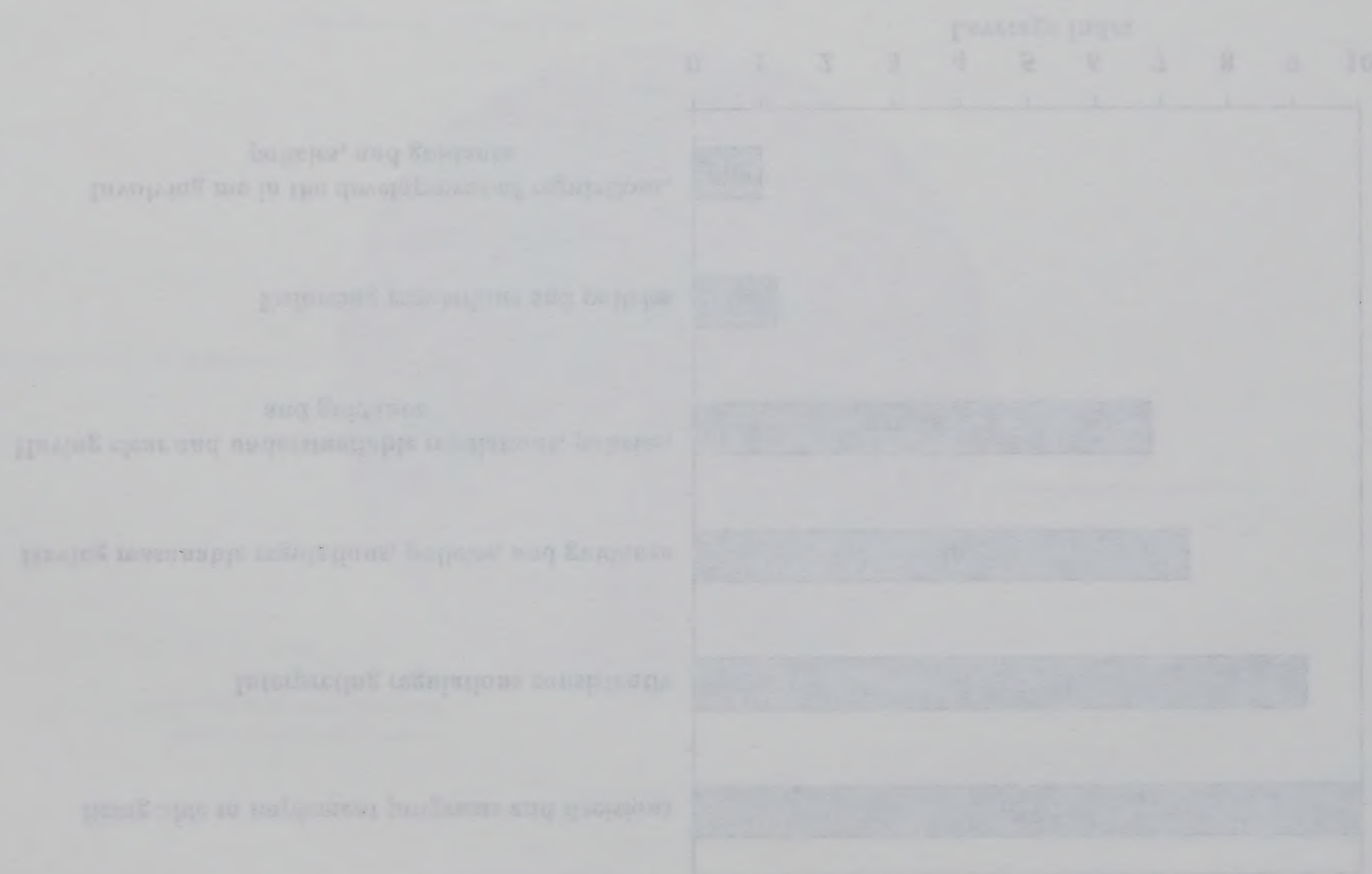


Suggestions For Improvement



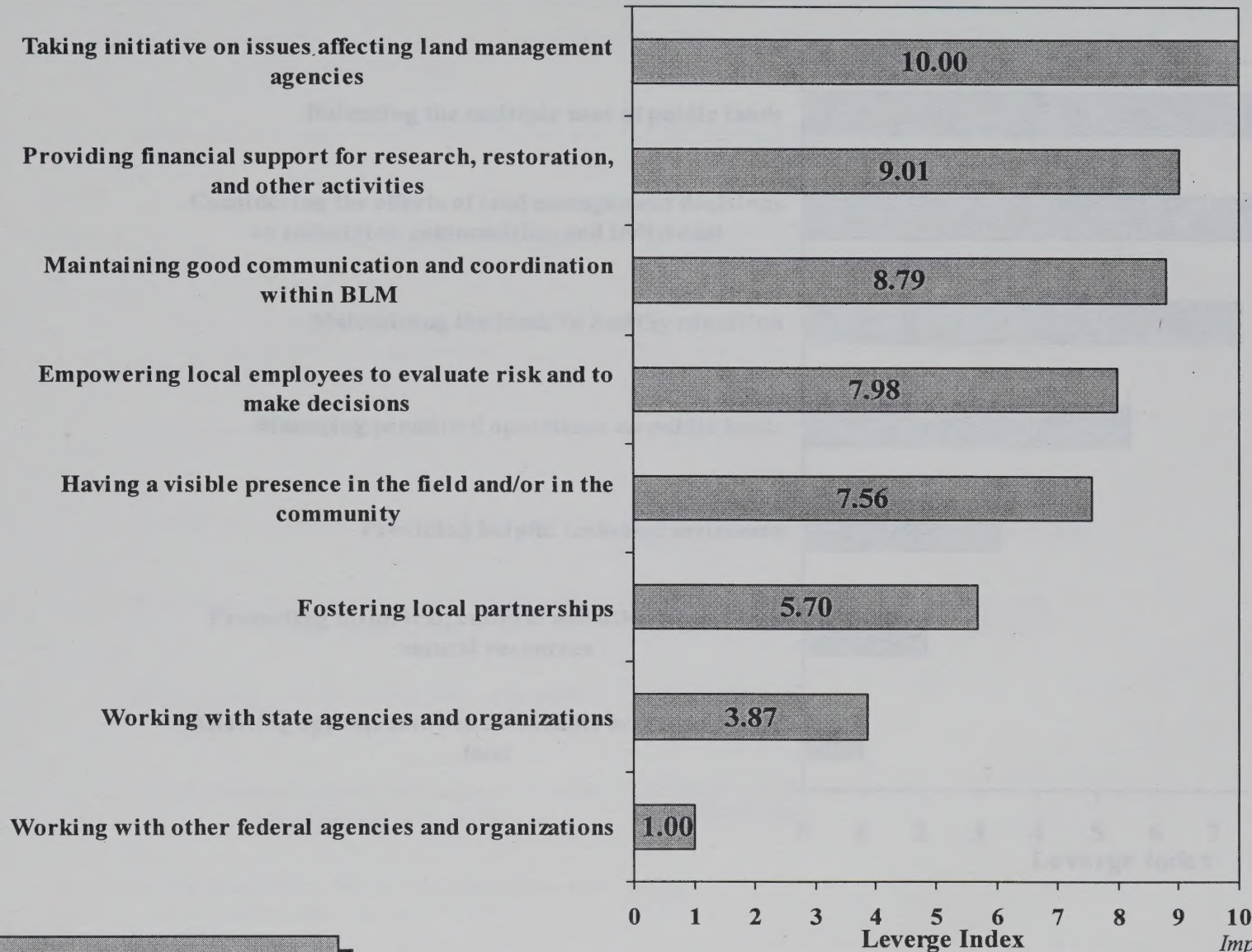
Regulations, Policies, and Guidance Leverage





Regulations, Policies, and Guidance Levels

Leadership and Partnerships Leverage



1 2 3 4 5 6 7 8 9 10

1990-1991

1990-1991

1990-1991

1990-1991

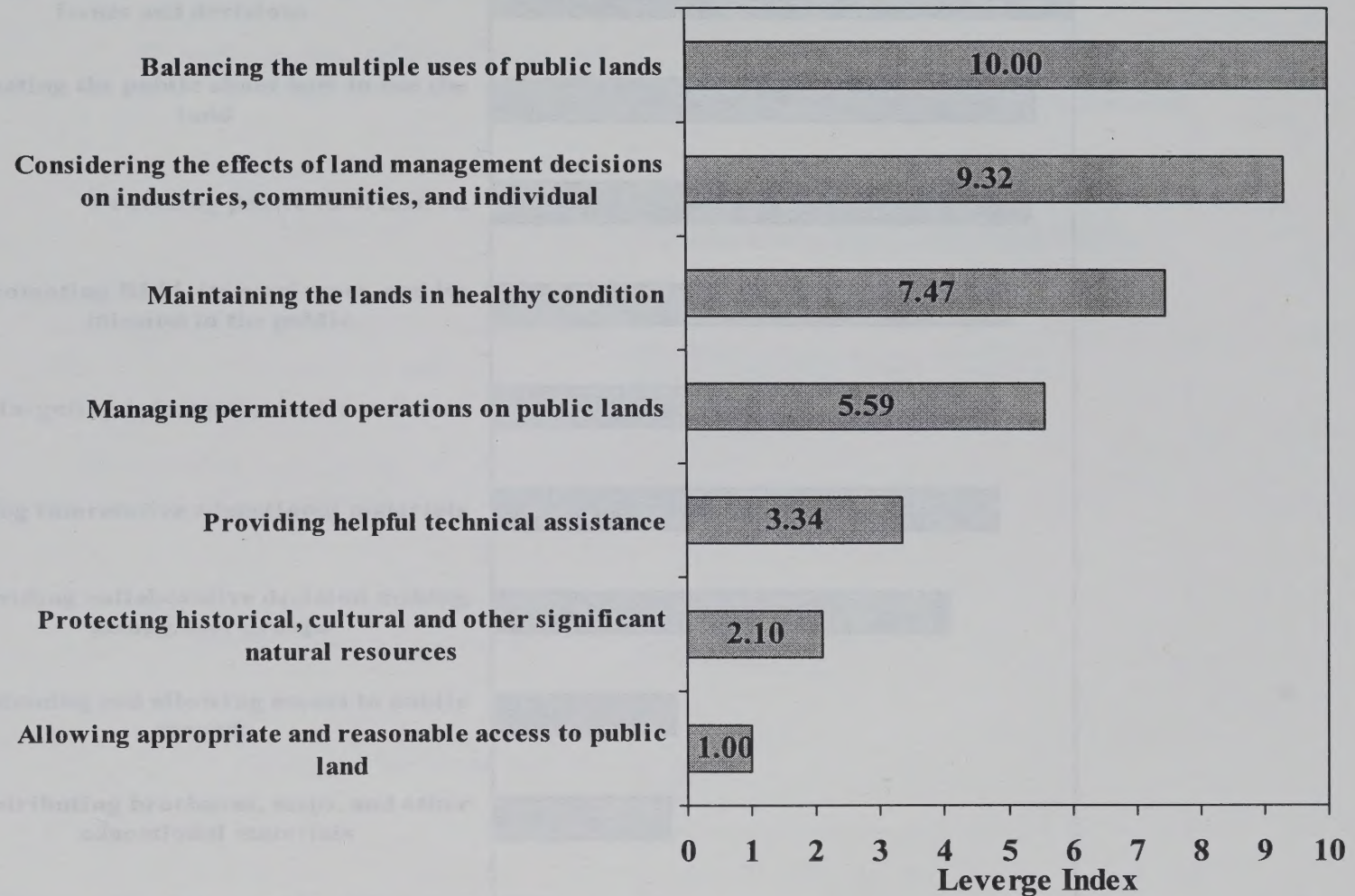
1990-1991

1990-1991

1990-1991

1990-1991

Resource Management Leverage



0 1 2 3 4 5 6 7 8 9 10

1. The first step in the process is to identify the problem or opportunity.

2. The second step is to define the problem or opportunity in terms of specific, measurable, achievable, relevant, and time-bound (SMART) objectives.

3. The third step is to develop a plan of action to achieve the objectives.

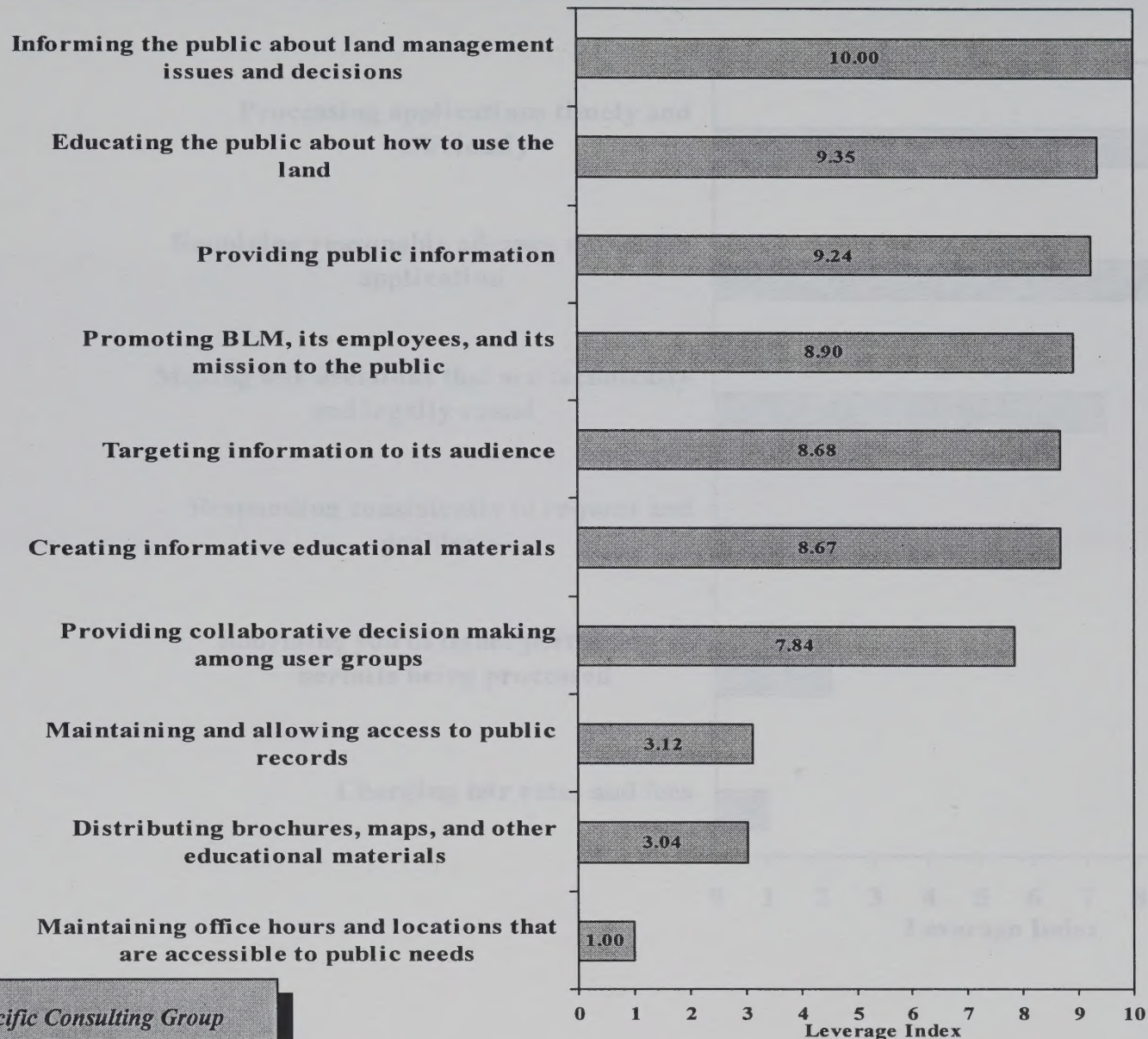
4. The fourth step is to implement the plan of action.

5. The fifth step is to monitor and evaluate the progress of the plan of action.

6. The sixth step is to adjust the plan of action as needed to ensure that the objectives are achieved.

7. The seventh step is to report on the results of the process.

Communicating With the Public Leverage



100-443888-100

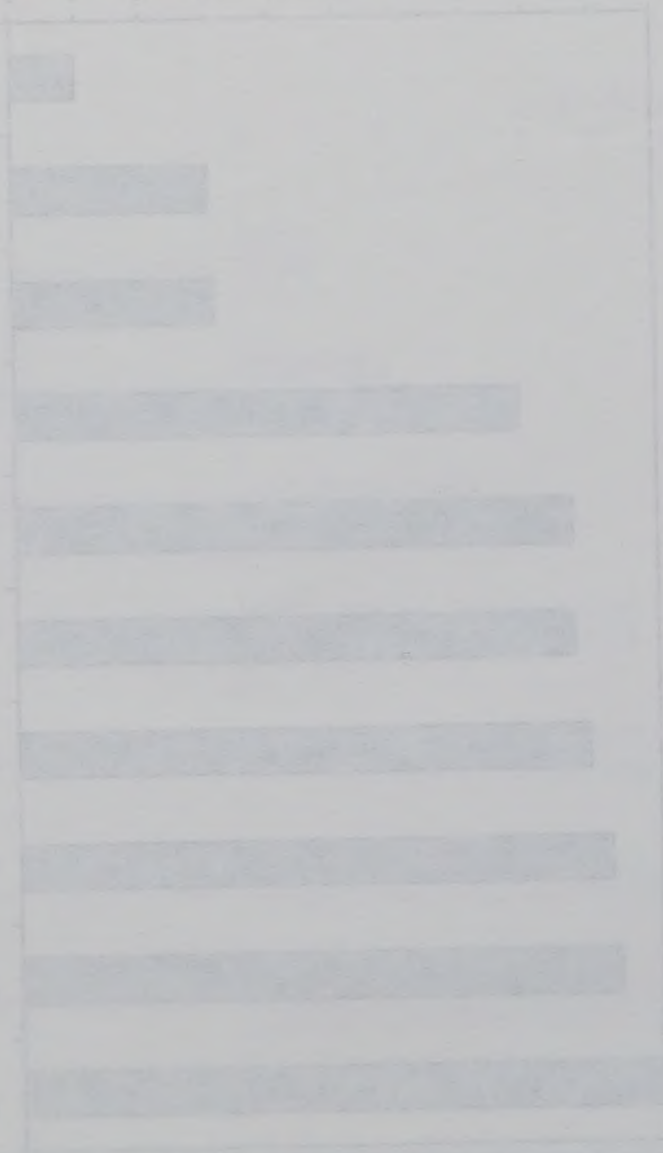
1. The first step in the process is to identify the problem. This is done by gathering information about the situation and the people involved. Once the problem is identified, the next step is to analyze it. This involves looking at the causes of the problem and the consequences of different solutions. After analyzing the problem, the next step is to develop a plan. This plan should outline the steps that will be taken to solve the problem. Finally, the plan is implemented and the results are evaluated. If the problem has not been solved, the process is repeated.

2. The second step in the process is to analyze the problem. This involves looking at the causes of the problem and the consequences of different solutions. After analyzing the problem, the next step is to develop a plan. This plan should outline the steps that will be taken to solve the problem. Finally, the plan is implemented and the results are evaluated. If the problem has not been solved, the process is repeated.

3. The third step in the process is to develop a plan. This plan should outline the steps that will be taken to solve the problem. Finally, the plan is implemented and the results are evaluated. If the problem has not been solved, the process is repeated.

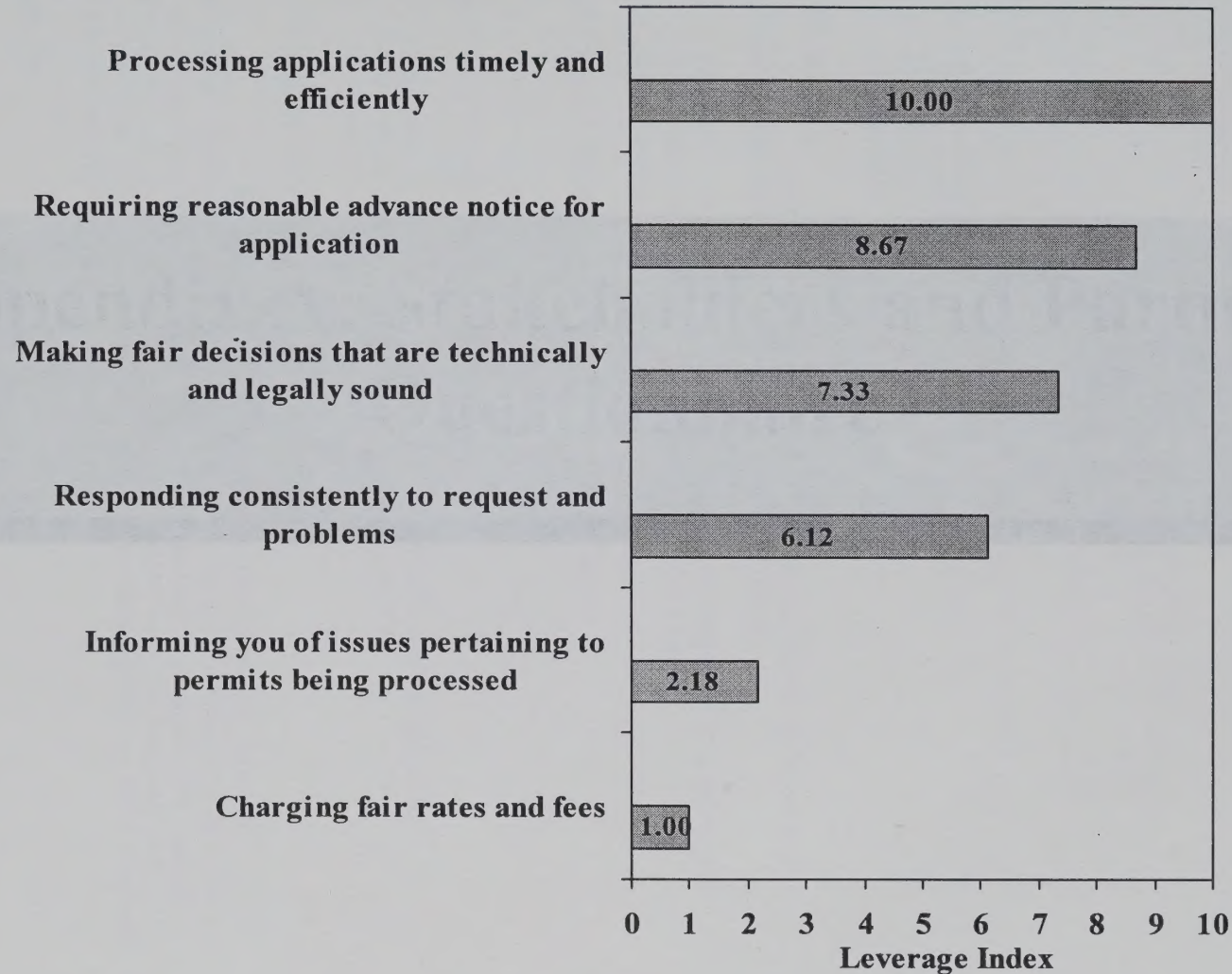
4. The fourth step in the process is to implement the plan. This involves putting the plan into action. Finally, the results are evaluated. If the problem has not been solved, the process is repeated.

5. The fifth step in the process is to evaluate the results. This involves looking at the outcomes of the plan and determining whether the problem has been solved. If the problem has not been solved, the process is repeated.



Communicating With the Public

Processing of Permits and Applications Leverage



Appendix A: Stakeholders and Partners Questionnaire

**BUREAU OF LAND MANAGEMENT CUSTOMER SATISFACTION
SURVEY:
STAKEHOLDERS AND PARTNERS**

SCHULMAN, RONCA AND BUCUVALAS, INC.
145 E. 32ND STREET
NEW YORK, NEW YORK 10016

STUDY NO. 7349s
August 4, 1997

SAMPLE FILE No. _____
CATI ID No. _____

Interviewer: _____ Date: _____

Telephone Number: _____

Sample read in: RESPONDENT NAME
RESPONDENT TITLE
RESPONDENT ADDRESS
RESPONDENT TELEPHONE NUMBER

INTRODUCTION

Hello, I'm _____ calling for the Bureau of Land Management of the U.S. Department of Interior. May I speak to (RESPONDENT NAME/RESPONDENT TITLE)?

Yes..... 1
Not available now..... 2
No such person..... 3

**SKIP TO RESPONDENT INTRODUCTION
SCHEDULE CALLBACK**

I need to speak to (RESPONDENT TITLE). Who would that be?

_____ RECORD FULL NAME

Could you please connect me to him/her?

Yes.....1
Not available now.....2
Can't connect.....3

**SKIP TO RESPONDENT INTRODUCTION
SCHEDULE CALLBACK**

RESPONDENT INTRODUCTION

Hello, I'm _____ calling on behalf of the Bureau of Land Management of the U.S. Department of Interior. The Bureau of Land Management is trying to improve its services by asking its customers about their experiences and opinions about BLM activities and how those activities might be improved? We only need about ten minutes of your time. In order to keep your answers completely confidential, the interviews are being conducted by an independent research organization, SRBI, which will not reveal the names of survey respondents to BLM.

Could we begin now?

Yes.....1
No, its a bad time.....2
Refused.....3

SCHEDULE CALLBACK

1. In which of the following areas do you interact with BLM. Do you interact with BLM as..... **READ LIST AND MULTIPLE RECORD**

- a. A BLM land user
- b. User of BLM information
- c. Another government organization
- d. General interest
- e. Neighbor to BLM land
- f. Interested in preservation
- g. Recreational user
- h. Commercial user (grazing, leasing, recreation, timber, etc.
- i. Something else _____

2. **IF RESPONDED TO ITEM "c" THEN ASK:** What type of government organization do you usually represent when you contact BLM . . . is it usually a . . . ? **READ LIST**

- a. State government
- b. County government
- c. City government
- d. Regional government or multiple jurisdiction
- e. Something else _____

IF MORE THAN ONE ANSWER IN Q1, ASK Q3, ELSE GO TO Q4

3. Which of these (**ANSWERS FROM Q1**) is your primary interaction with BLM?

- a. A BLM land user
- b. User of BLM information
- c. Another government organization
- d. General interest
- e. Neighbor to BLM land
- f. Interested in preservation
- g. Recreational user
- h. Commercial user (grazing, leasing, recreation, timber, etc.
- i. Something else _____

4. Now, I'd like you to tell me how you would rate BLM in the following aspects of processing permits and applications. On a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on.....

NEEDS MAJOR
IMPROVEMENT

1 2 3 4 5 6 7

EXCELLENT

- a. Requiring a reasonable amount of advance notice for applications.
- b. Processing applications timely and efficiently.
- c. Charging fair rates and fees.
- d. Making fair decisions that are technically and legally sound.
- e. Responding consistently to requests and problems.
- f. Informing you of issues pertaining to permits being processed.
- g. **Everything considered, how do you rate BLM's processing of permits and applications?**

1. In which of the following ways do you interact with BLM? (You may select more than one.)

BLM as a... READ LIST AND MULTIPLE RECORD

- a. A BLM land user
- b. User of BLM information
- c. Another government organization
- d. General interest
- e. Related to BLM land
- f. Interested in preservation
- g. Recreational user
- h. Commercial user (logging, hunting, recreation, etc.)
- i. Something else

2. IF REQUESTED TO VISIT "THIS ONE" WITH ONE OF GOVERNMENT ORGANIZATION
 do you usually respond when you receive BLM? Is it usually a...? READ LIST

- a. State government
- b. County government
- c. City government
- d. Regional government or political jurisdiction
- e. Something else

IF MORE THAN ONE ANSWER IN Q1, ASK Q3, ELSE GO TO Q4

3. Which of the following (ANSWER FROM Q1) is your primary interaction with BLM?

- a. A BLM land user
- b. User of BLM information
- c. Another government organization
- d. General interest
- e. Related to BLM land
- f. Interested in preservation
- g. Recreational user
- h. Commercial user (logging, hunting, recreation, etc.)
- i. Something else

4. When I'd like you to tell me how you would rate BLM in the following aspects of conducting public and representative work, on a scale of 1 to 5, where 1 means they need more improvement and a 5 means they are excellent, where would you rate BLM on...?

NEEDS MAJOR IMPROVEMENT EXCELLENT

1 2 3 4 5 6 7

- a. Responding to requests from the public for information
- b. Providing information through the media
- c. Keeping the public informed
- d. Making fair decisions that are technically and legally sound
- e. Responding consistently to requests and inquiries
- f. Informing you of issues pertaining to public lands resources
- g. Responding consistently, how do you rate BLM's processing of permits and applications?

5. How well would you rate BLM on communicating with the public about the use of public land? On a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on.....

NEEDS MAJOR
IMPROVEMENT

1

2

3

4

5

EXCELLENT

6

7

- a. Providing collaborative decision making among user groups.
- b. Targeting information to its audience
- c. Distributing brochures, maps, and other educational materials.
- d. Educating the public about how to use the land.
- e. Informing the public about land management issues and decisions.
- f. Maintaining office hours and locations that are accessible to public needs.
- g. Maintaining and allowing access to public records.
- h. Promoting BLM, its employees, and its mission to the public.
- i. Creating informative educational materials.
- j. Providing public information.
- k. **Everything considered, how do you rate BLM's communication with the public?**

6. Now, I'd like you to rate the following aspects of BLM's resource management. On scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on.....

NEEDS MAJOR
IMPROVEMENT

1

2

3

4

5

6

EXCELLENT

7

- a. Balancing the multiple uses of public lands.
- b. Maintaining the lands in healthy condition
- c. Allowing appropriate and reasonable access to public lands.
- d. Managing permitted operations on public lands.
- e. Providing helpful technical assistance.
- f. Considering the effects of land management decisions on industries, communities, and individuals.
- g. Protecting historical, cultural and other significant natural resources
- h. **Everything considered, how do you rate BLM's resource management.**

7. How well would you rate BLM in the following aspects of leadership and partnering to help manage public lands? On a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on.....

NEEDS MAJOR
IMPROVEMENT

1

2

3

4

5

6

EXCELLENT

7

- a. Empowering local employees to evaluate risks and to make decisions.
- b. Taking initiative on issues affecting land management agencies.
- c. Fostering local partnerships.
- d. Working with state agencies and organizations.
- e. Working with other federal agencies and organizations.
- f. Maintaining good communication and coordination within BLM.
- g. Providing financial support for research, restoration, and other activities.

h. Having a visible presence in the field and/or in the community.

Everything considered, how do you rate BLM on its leadership and partnerships

8. Please rate BLM's regulations, policies, and guidance in the following areas. On a scale of 1 to 7, where 1 means they need major improvement and a 7 means they are excellent, where would you rate BLM on.....

NEEDS MAJOR
IMPROVEMENT

1

2

3

4

5

6

7

EXCELLENT

- a. Having clear and understandable regulations, policies, and guidance.
- b. Having reasonable regulations, policies, and guidance.
- c. Enforcing regulations and policies.
- d. Interpreting regulations consistently.
- e. Involving me in the development of regulations, policies, and guidance
- f. Being able to implement programs and decisions.
- g. **Everything considered, how do you rate BLM's regulations, policies, and guidance?**

9. Considering all the factors listed above (processing permits and applications; communicating with the public; resource management; leadership and partnerships; and regulations, policies, and guidance), how do you rate BLM's performance?

Needs Major
Improvement

1

2

3

4

5

6

7

Excellent

10. What suggestions do you have for changes that you feel would improve BLM's performance?

11. In what State Office, district/resource area, or Center do you come in contact with BLM most often?

_____ (Location)

Thank you for your help, that completes the interview!

ESTIMATED BURDEN STATEMENT

The reporting burden for this form is estimated to average ten minutes, including the time for reviewing instructions, gathering and maintaining data, and completing and reviewing the form. Direct comments regarding the burden estimate or any other aspect of this form to the Bureau of Information Collection Clearance Officer, Bureau of Land Management, 1849 C Street NW, Washington, DC 20240; and the Office of Management and Budget, Paperwork Reduction Act, OMB No. 1004-0172, Washington, DC 20503, (202) 395-7340.

PAPERWORK REDUCTION ACT STATEMENT

This information is being collected to provide information to the Bureau of Land Management regarding satisfaction among stakeholders and partners and will be used to evaluate and improve the services that BLM provides to members of the public. Response to this request is voluntary. No action may be taken against you for refusing to supply the information requested. No Privacy Act Information is being collected.

Appendix B: What Is Net Impression[®]?

THE UNIVERSITY OF CHICAGO

WHAT IS NET IMPRESSION®?

Net Impression is a survey-based approach for helping companies plan improvements that will lead to the greatest increase in customer satisfaction. Net Impression measurement methodology is based on a powerful model of how customers evaluate the service they receive.

Customer perceptions of service and their expectations of what they will receive from the company are grounded in “moments of truth” - experiences in which customers come in contact with the company in some way. These experiences can range from direct reactions to the service and service delivery, advertising about the company or reading an article in the newspaper, or even talking to a neighbor. Expectations of performance can also arise from hearing about or using the competition’s offering. From their experience base, customers develop a mental “report card” that they implicitly bring with them to each service encounter. The product or service delivered by the company is compared to the report card criteria to determine whether quality service has been delivered or not.

To plan changes that maximize the customers’ overall Net Impression of the company, management needs to understand the report card - how the various criteria the customers use to judge performance fit together in the customer’s mind, and where the company’s leverage is in improving customer satisfaction.

Net Impression begins with a qualitative research step in which the broad expectations of performance (called customer service arenas) are defined. These customer service arenas explain, in the customer’s terms, what they feel the company should do for them.

They can range from a fairly operational concern such as “Managing my account”, to something more abstract such as “Showing concern for the environment” or “Maintaining an effective business partnership”. Together, the customer service arenas amount to the company’s value proposition or benefit concept expressed in terms of what the customer expects (instead of what the company offers).

Within each customer service arena, a number of factors called “customer value characteristics” (CVCs) provide additional detail (again, in the customers’ terms) on what constitutes good or bad performance within an arena. For example, customer value characteristics under an account management arena might include “Accurate bill”, “Being easy to reach”, or “Resolving problems quickly” - all factors that determine, in the customer’s mind, what good (or bad) performance in the Account Management arena might mean.

Figure 1 illustrates the Net Impression framework developed for a utility’s residential market. The five customer service arenas show the broad areas in which customers said they expected service and the customer value characteristics define what constitutes good and bad performance within an arena.

In the quantitative part of Net Impression, a computer model is used to analyze survey responses. The model shows, relatively speaking, where improvements will have the greatest impact on overall customer satisfaction. We use the term “leverage” to report relative priorities for improvement. A high leverage arena (or customer value characteristic) is one in which customers

are relatively dissatisfied, especially sensitive, or both. An improvement in a high leverage area will have a greater impact on customer satisfaction. A low leverage arena or customer value characteristic is one in which customers are relatively satisfied, not especially sensitive, or both. Improvements in a low leverage arena are not likely to have a big impact on customer perceptions.

The leverage scores are useful for planning improvement initiatives because they focus the improvement effort on those areas that matter most to customers. Management can implement any number of changes in product/service mix, operations, or communications, with the assurance that these changes will maximize the use of scarce resources. By concentrating on high leverage areas, companies can often find ways to improve service and save resources at the same time.

Figure 2 shows the leverage scores for the five customer service arenas for PG&E's Sacramento Division. These scores indicate that the greatest leverage in that division's service territory lies in improvements in the Account Services arena. Improvement efforts should be concentrated there while maintaining performance in the lower leverage areas. Figure 3 provides more specific guidance to the company on what to do to improve customer perceptions of account services performance.

Apparently, customers are relatively dissatisfied with and sensitive to the interactions they have with the company's staff regarding their bill. Perhaps training or improved customer communications can be developed to address this high leverage area. Similarly, Figure 4 shows that improved communications in the Handling Outages arena would go a long way towards improving customer satisfaction there. Interestingly, customers expect outages occasionally, but become irritated when they cannot find out what is going on. Fortunately, improving communications surrounding outages is much cheaper than improving power reliability.

Net Impression works because it mobilizes the capabilities of managers and staff and focuses them on the customer. The continuous improvement process starts right away, and the momentum builds with the initial successes as people gain confidence in the process and pride in their accomplishments. Everybody - from senior management to front-line customer service personnel - has a role to play in the effort. In short, PCG's goal is to help the company make customer satisfaction - adding value faster than the competition - the way of doing business rather than a separate program or initiative.

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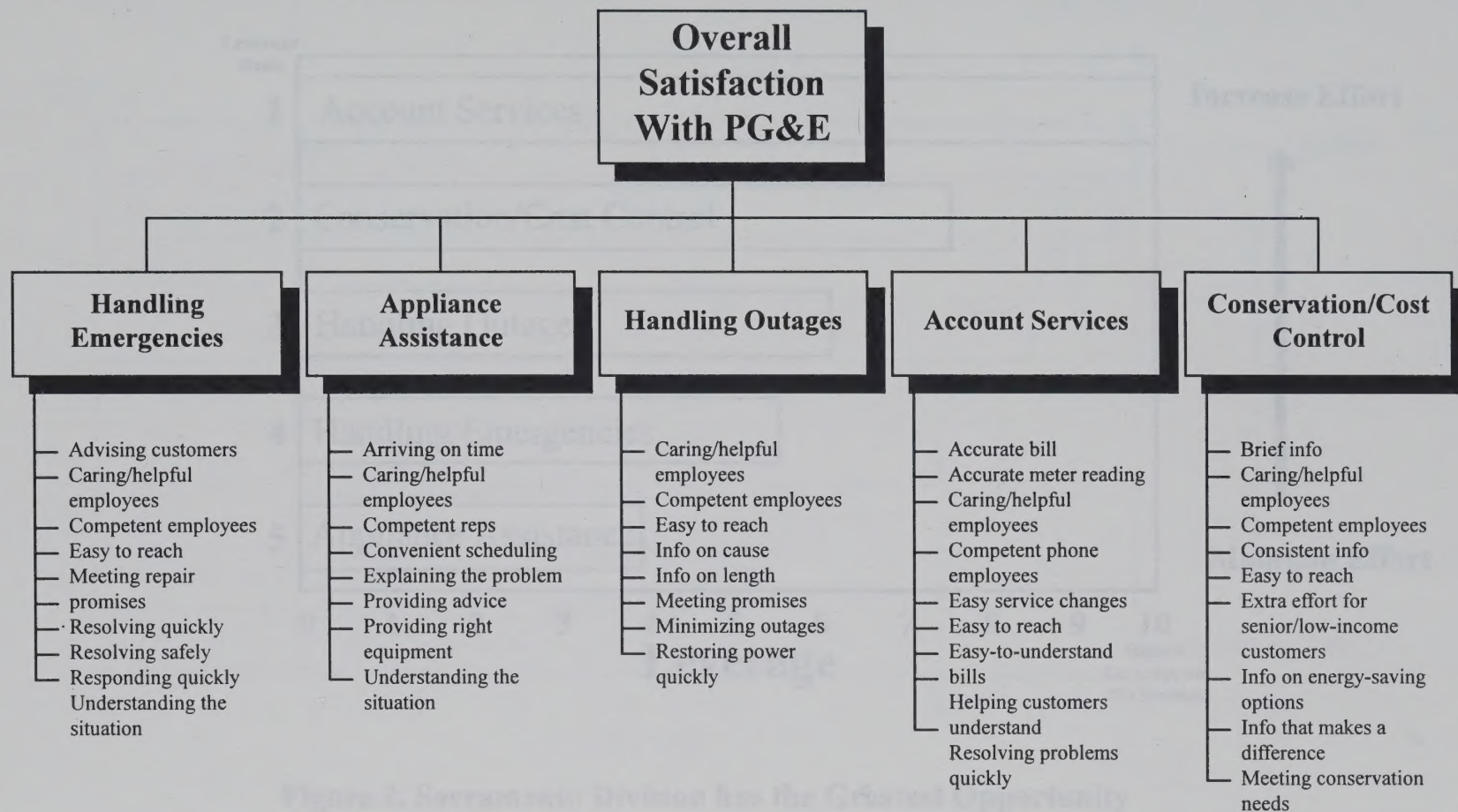


Figure 1. Net Impression Example

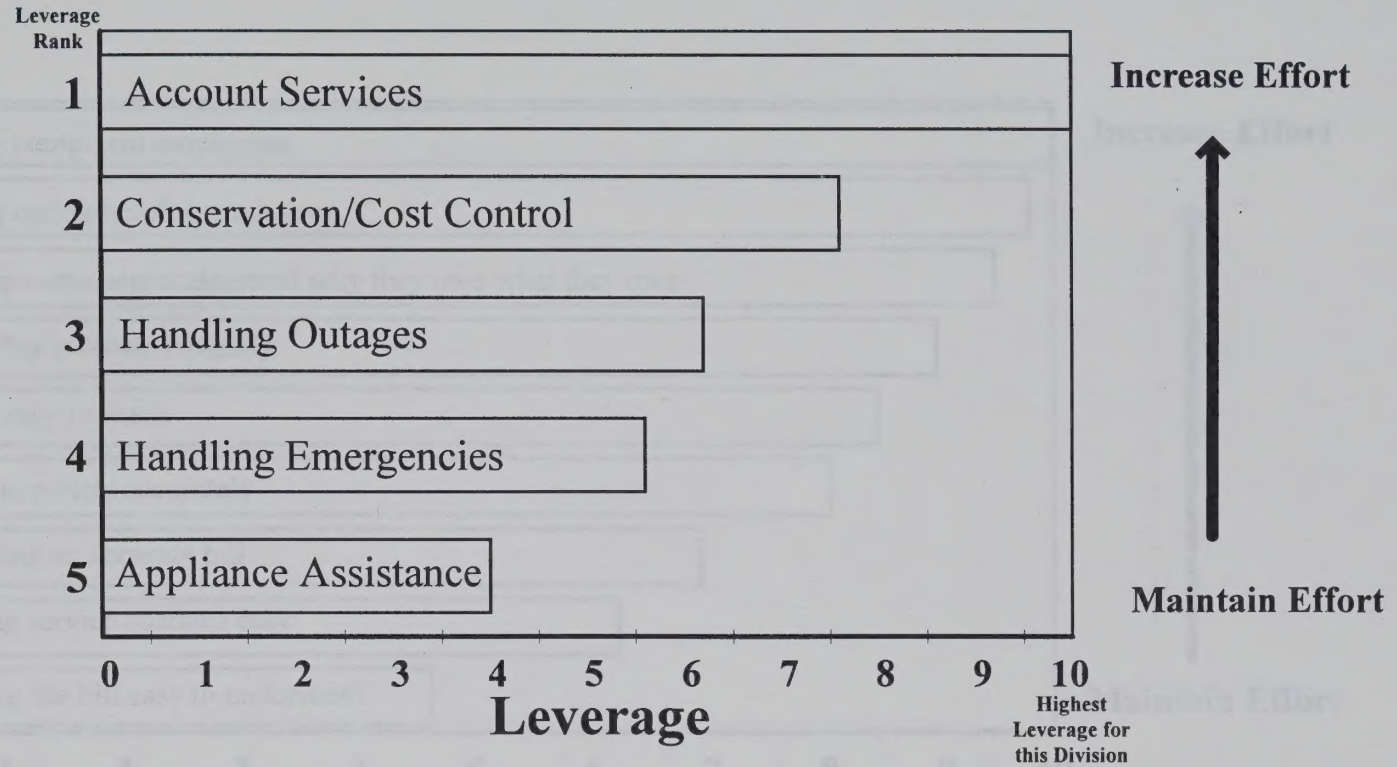
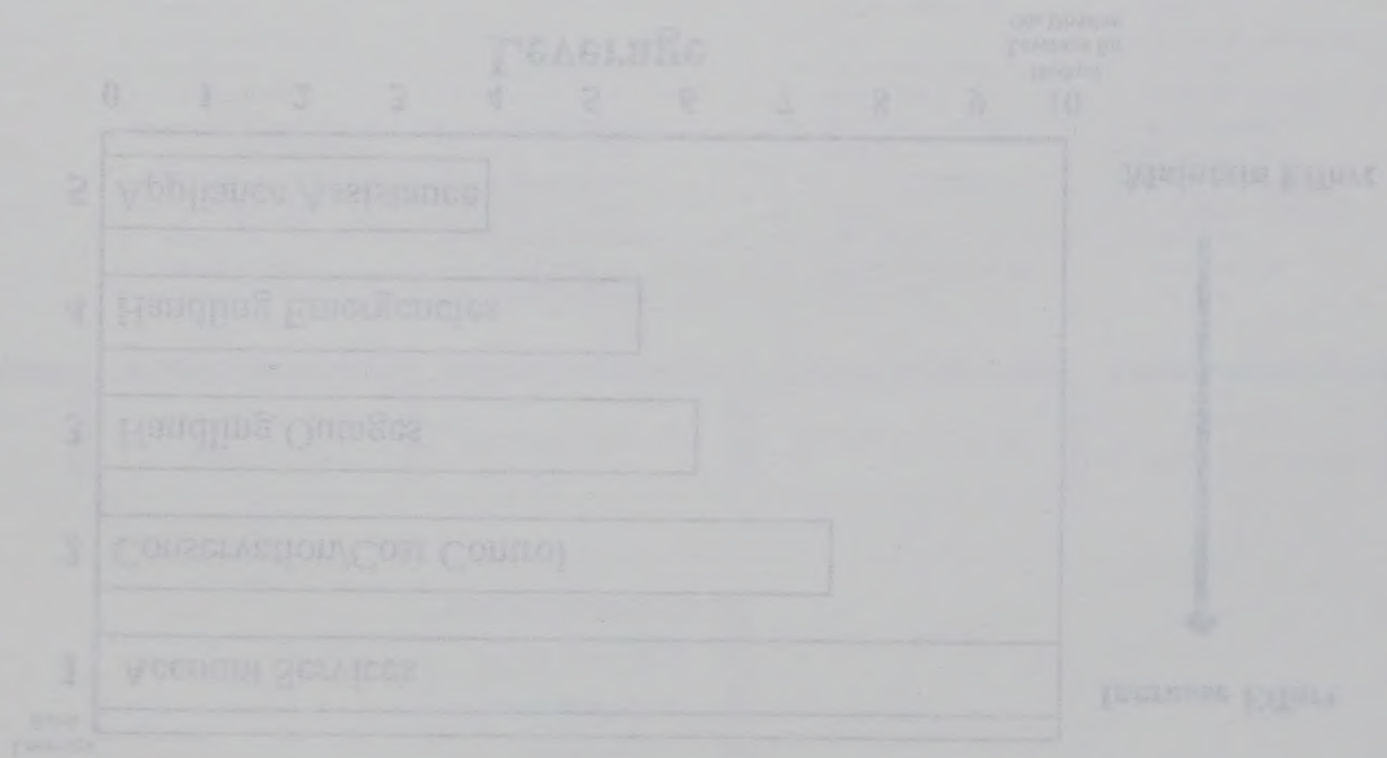


Figure 2. Sacramento Division has the Greatest Opportunity for Improvement in Account Services

for improvement in Account Services

Figure 2: Constraints Barriers for the Customer Opportunity



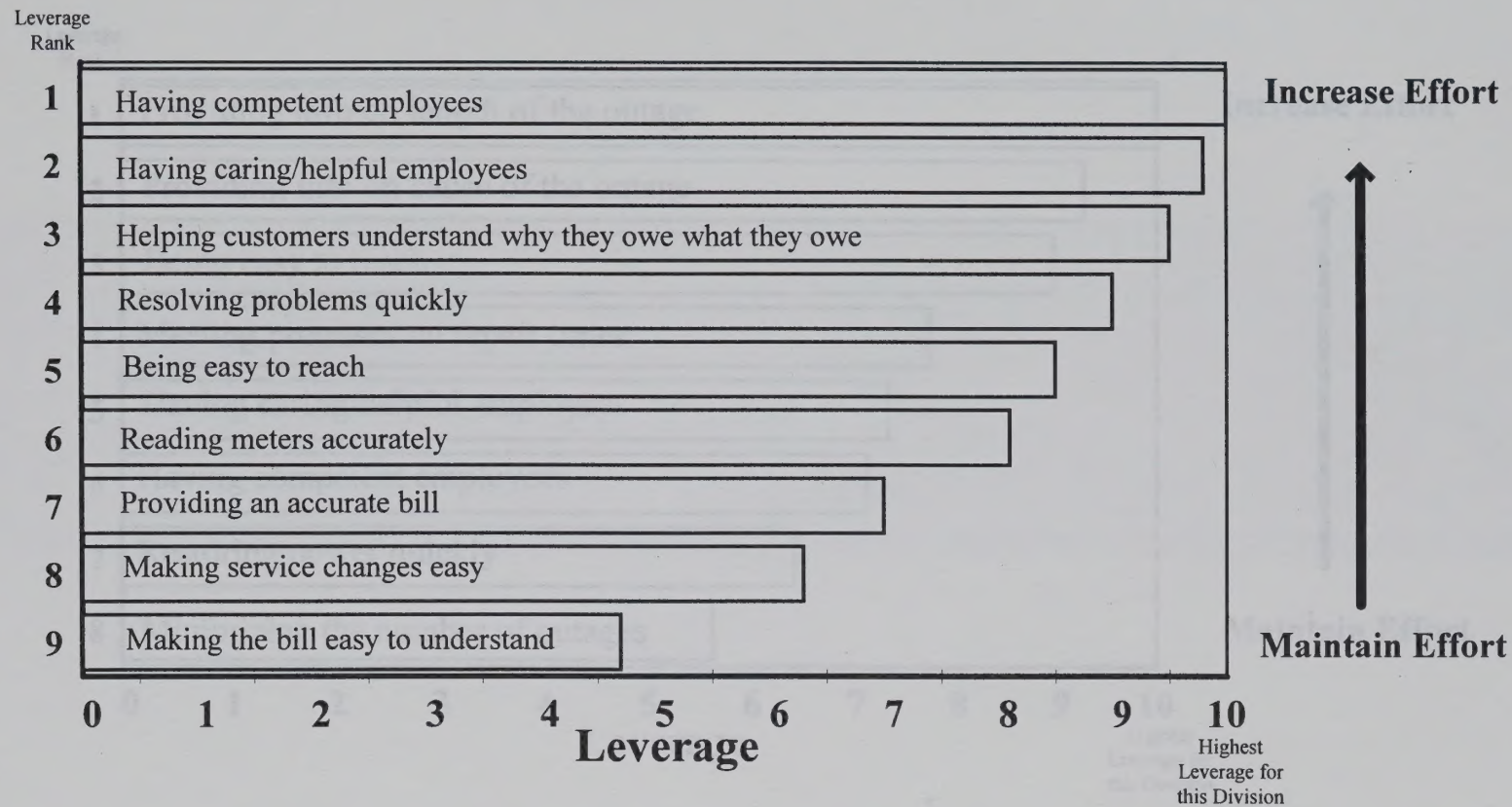
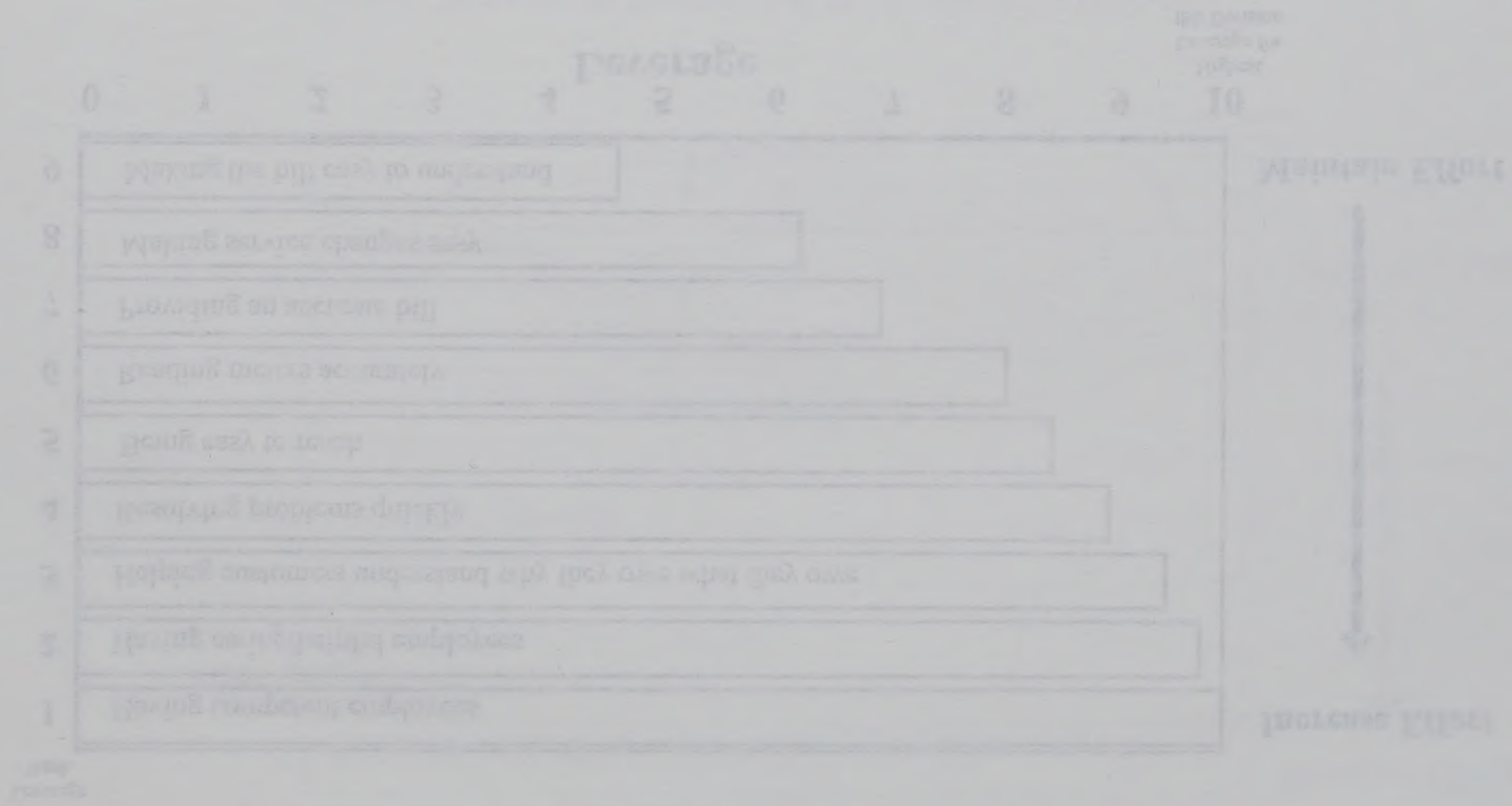


Figure 3. Ways to Improve Account Services

Figure 2. Ways to improve account delivery



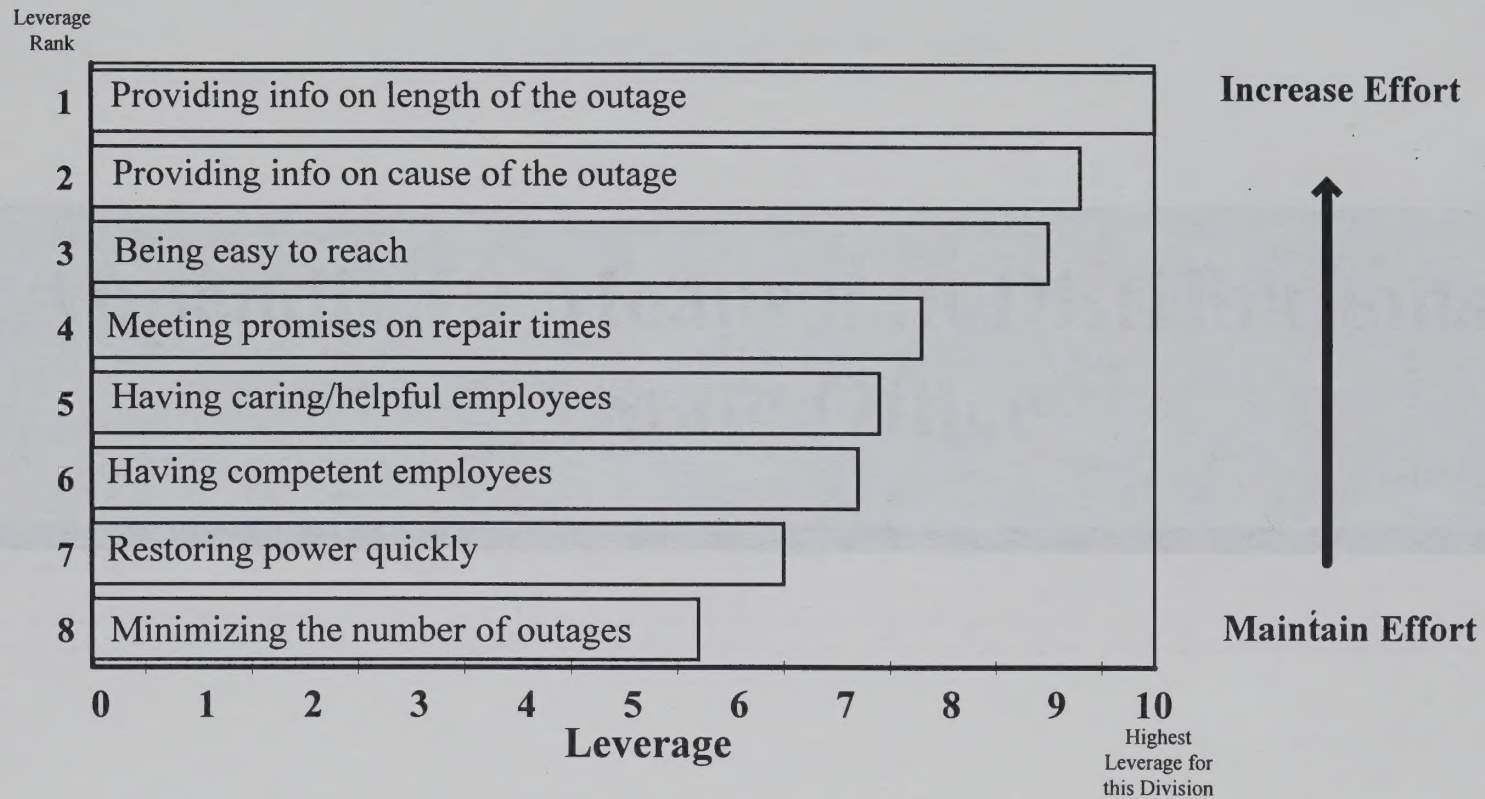
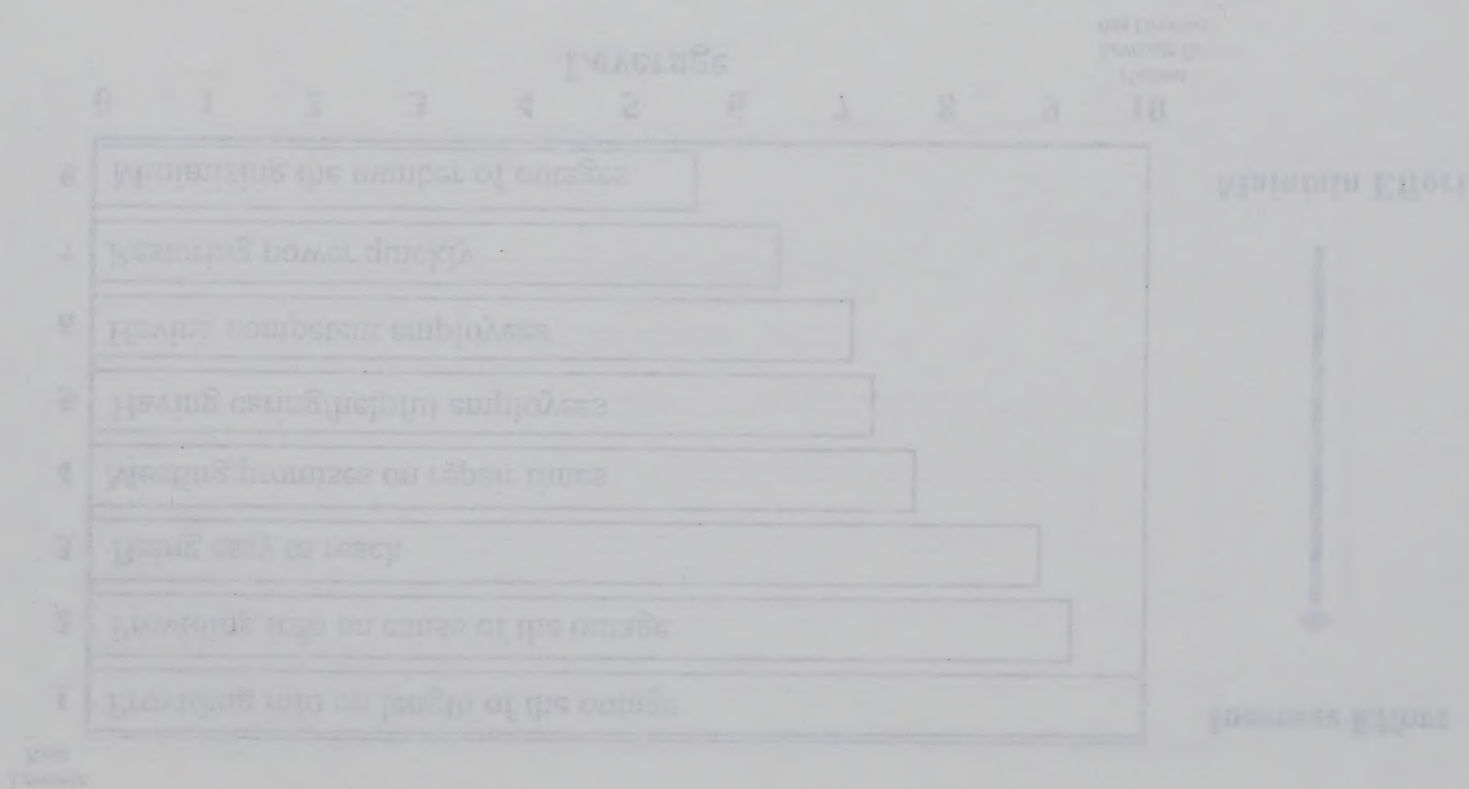


Figure 4. Ways to Improve Handling Outages

Figure 4: Ways to Improve Reading Outcomes



Appendix C: Means and Distributions by State Office

2100 0100
SUBJECT: (1) 16002 AND DISCUSSIONS PA

Overall Mean Satisfaction

| | | Administrative Office | | | | | | | | | | | | Overall Company |
|-------------------------|-------|-----------------------|------|------|------|------|------|------|------|------|------|------|------|-----------------|
| | | AK | AZ | CA | CO | ES | ID | MT | NM | NV | OR | UT | WY | |
| Overall BLM Performance | Mean | 4.35 | 4.13 | 4.14 | 4.65 | 4.89 | 4.11 | 4.37 | 3.77 | 3.84 | 3.73 | 4.09 | 4.13 | 4.12 |
| | Count | 48 | 46 | 80 | 20 | 70 | 89 | 98 | 78 | 74 | 140 | 23 | 115 | 881 |

Stakeholders and Partners

Processing of Permits and Applications Arena

| | | Administrative Office | | | | | | | | | | | | Overall Company |
|--|-------|-----------------------|------|------|------|------|------|------|------|------|------|------|------|-----------------|
| | | AK | AZ | CA | CO | ES | ID | MT | NM | NV | OR | UT | WY | |
| Requiring a reasonable amount of advance notice for applications | Mean | 4.81 | 4.70 | 4.29 | 4.86 | 5.04 | 4.59 | 4.60 | 4.16 | 4.16 | 4.23 | 4.73 | 4.54 | 4.49 |
| | Count | 32 | 33 | 55 | 14 | 53 | 59 | 68 | 64 | 62 | 87 | 15 | 85 | 627 |
| Processing applications timely and efficiently | Mean | 4.21 | 4.48 | 3.82 | 4.81 | 5.02 | 4.42 | 4.46 | 3.75 | 3.88 | 4.01 | 4.93 | 4.62 | 4.29 |
| | Count | 34 | 33 | 56 | 16 | 59 | 62 | 68 | 65 | 65 | 87 | 15 | 90 | 650 |
| Charging fair rates and fees | Mean | 4.91 | 4.20 | 4.92 | 4.92 | 5.70 | 4.50 | 4.49 | 4.44 | 4.31 | 4.11 | 4.28 | 4.78 | 4.61 |
| | Count | 33 | 35 | 64 | 13 | 64 | 64 | 78 | 66 | 58 | 102 | 18 | 94 | 689 |
| Making fair decisions that are technically and legally sound | Mean | 4.60 | 4.19 | 3.93 | 4.56 | 5.14 | 4.55 | 4.30 | 3.58 | 4.03 | 3.66 | 4.35 | 3.85 | 4.11 |
| | Count | 42 | 42 | 73 | 18 | 51 | 78 | 81 | 73 | 72 | 117 | 20 | 102 | 769 |
| Responding consistently to requests and problems | Mean | 4.79 | 4.43 | 4.00 | 5.11 | 5.28 | 4.76 | 4.63 | 4.12 | 4.10 | 4.27 | 4.25 | 4.40 | 4.46 |
| | Count | 43 | 44 | 71 | 18 | 65 | 84 | 81 | 73 | 71 | 125 | 20 | 102 | 797 |
| Informing you of issues pertaining to permits being processed | Mean | 5.00 | 4.90 | 4.84 | 4.86 | 5.00 | 4.82 | 4.65 | 4.24 | 4.59 | 4.13 | 4.56 | 4.86 | 4.65 |
| | Count | 38 | 40 | 64 | 14 | 51 | 65 | 78 | 67 | 68 | 101 | 16 | 95 | 697 |
| Processing of Permits and Applications | Mean | 4.63 | 4.63 | 4.27 | 4.78 | 5.03 | 4.63 | 4.63 | 3.79 | 4.30 | 4.05 | 4.50 | 4.42 | 4.41 |
| | Count | 38 | 40 | 67 | 18 | 58 | 68 | 79 | 68 | 67 | 104 | 20 | 98 | 725 |

Stakeholders and Partners

Communicating with the Public Arena

| | | Administrative Office | | | | | | | | | | | | Overall Company |
|--|-------|-----------------------|------|------|------|------|------|------|------|------|------|------|------|-----------------|
| | | AK | AZ | CA | CO | ES | ID | MT | NM | NV | OR | UT | WY | |
| Providing collaborative decision making among user groups | Mean | 4.76 | 4.41 | 4.32 | 4.94 | 4.61 | 4.52 | 4.33 | 3.96 | 3.91 | 3.88 | 4.27 | 4.12 | 4.23 |
| | Count | 42 | 44 | 76 | 18 | 41 | 81 | 88 | 72 | 70 | 134 | 22 | 113 | 801 |
| Targeting information to its audience | Mean | 4.78 | 4.75 | 4.63 | 4.79 | 4.83 | 4.46 | 4.37 | 4.21 | 3.99 | 4.04 | 4.04 | 4.39 | 4.38 |
| | Count | 41 | 44 | 76 | 19 | 60 | 79 | 92 | 76 | 71 | 134 | 23 | 108 | 823 |
| Distributing brochures, maps, and other educational materials | Mean | 5.10 | 5.07 | 5.31 | 5.15 | 5.46 | 4.77 | 5.23 | 4.62 | 4.76 | 4.64 | 5.00 | 5.06 | 4.98 |
| | Count | 41 | 45 | 75 | 20 | 67 | 81 | 98 | 79 | 71 | 133 | 23 | 110 | 843 |
| Educating the public about how to use the land | Mean | 4.46 | 4.07 | 4.19 | 4.44 | 4.64 | 4.02 | 4.30 | 3.88 | 3.94 | 3.73 | 4.14 | 4.14 | 4.10 |
| | Count | 41 | 45 | 75 | 18 | 55 | 81 | 97 | 77 | 69 | 134 | 22 | 111 | 825 |
| Informing the public about land management issues and decisions | Mean | 4.52 | 4.25 | 4.21 | 4.72 | 4.89 | 4.20 | 4.28 | 3.78 | 3.88 | 3.80 | 3.96 | 4.14 | 4.14 |
| | Count | 44 | 44 | 77 | 18 | 57 | 82 | 94 | 77 | 72 | 137 | 23 | 114 | 839 |
| Maintaining office hours and locations that are accessible to public needs | Mean | 5.24 | 5.29 | 5.34 | 5.12 | 5.30 | 4.86 | 4.98 | 4.82 | 5.28 | 4.84 | 5.23 | 5.23 | 5.08 |
| | Count | 45 | 42 | 74 | 17 | 61 | 85 | 92 | 76 | 69 | 135 | 22 | 111 | 829 |
| Maintaining and allowing access to public records | Mean | 5.42 | 4.88 | 4.87 | 5.08 | 5.52 | 4.82 | 4.57 | 4.56 | 5.22 | 4.47 | 4.50 | 4.61 | 4.84 |
| | Count | 38 | 33 | 55 | 12 | 69 | 60 | 54 | 68 | 69 | 113 | 14 | 82 | 667 |
| Promoting BLM, its employees, and its mission to the public | Mean | 4.26 | 4.42 | 4.43 | 4.65 | 4.89 | 4.30 | 4.17 | 4.08 | 4.33 | 3.94 | 4.22 | 4.13 | 4.25 |
| | Count | 43 | 43 | 74 | 20 | 55 | 79 | 89 | 76 | 70 | 132 | 23 | 105 | 809 |
| Creating informative educational materials | Mean | 4.54 | 4.63 | 4.67 | 4.72 | 5.12 | 4.36 | 4.74 | 4.36 | 4.54 | 4.15 | 4.36 | 4.66 | 4.54 |
| | Count | 39 | 41 | 72 | 18 | 59 | 80 | 89 | 72 | 70 | 129 | 22 | 105 | 796 |
| Providing public information | Mean | 4.93 | 4.78 | 4.57 | 5.11 | 5.18 | 4.49 | 4.79 | 4.42 | 4.70 | 4.34 | 4.52 | 4.56 | 4.63 |
| | Count | 43 | 45 | 79 | 18 | 67 | 79 | 96 | 78 | 73 | 137 | 23 | 113 | 851 |
| Communicating with the Public | Mean | 4.57 | 4.62 | 4.35 | 4.79 | 5.14 | 4.35 | 4.63 | 4.20 | 4.37 | 3.97 | 4.36 | 4.29 | 4.40 |
| | Count | 47 | 45 | 80 | 19 | 72 | 86 | 98 | 79 | 73 | 142 | 22 | 114 | 877 |

Stakeholders and Partners

Resource Management Arena

| | | Administrative Office | | | | | | | | | | | | Overall Company |
|--|-------|-----------------------|------|------|------|------|------|------|------|------|------|------|------|-----------------|
| | | AK | AZ | CA | CO | ES | ID | MT | NM | NV | OR | UT | WY | |
| Balancing the multiple uses of public lands | Mean | 4.19 | 3.64 | 3.73 | 4.40 | 4.17 | 4.15 | 4.01 | 3.55 | 3.74 | 3.02 | 3.82 | 3.84 | 3.75 |
| | Count | 42 | 45 | 78 | 20 | 46 | 84 | 92 | 76 | 73 | 132 | 22 | 113 | 823 |
| Maintaining the lands in healthy condition | Mean | 4.71 | 3.64 | 3.86 | 4.17 | 4.98 | 4.07 | 4.22 | 4.30 | 3.94 | 3.42 | 4.00 | 3.99 | 4.02 |
| | Count | 41 | 45 | 80 | 18 | 47 | 89 | 95 | 76 | 72 | 137 | 23 | 113 | 836 |
| Allowing appropriate and reasonable access to public lands | Mean | 4.64 | 4.87 | 4.51 | 5.15 | 4.90 | 4.85 | 4.72 | 4.08 | 4.22 | 4.40 | 4.74 | 4.60 | 4.57 |
| | Count | 45 | 46 | 79 | 20 | 50 | 88 | 95 | 77 | 73 | 139 | 23 | 116 | 851 |
| Managing permitted operations on public lands | Mean | 4.36 | 3.79 | 3.93 | 4.61 | 4.79 | 4.10 | 4.10 | 3.87 | 3.93 | 3.94 | 4.05 | 4.00 | 4.06 |
| | Count | 36 | 43 | 73 | 18 | 47 | 71 | 78 | 70 | 70 | 125 | 19 | 105 | 755 |
| Providing helpful technical assistance | Mean | 4.69 | 4.39 | 4.67 | 5.17 | 4.85 | 4.50 | 4.61 | 4.12 | 4.18 | 4.37 | 4.53 | 4.69 | 4.51 |
| | Count | 45 | 41 | 63 | 18 | 55 | 78 | 76 | 74 | 68 | 124 | 17 | 101 | 760 |
| Considering the effects of land management decisions on industries, communities, and individuals | Mean | 4.20 | 4.18 | 3.83 | 4.90 | 4.48 | 4.01 | 3.94 | 3.48 | 3.68 | 3.60 | 3.85 | 3.89 | 3.89 |
| | Count | 44 | 45 | 76 | 20 | 50 | 81 | 87 | 71 | 73 | 132 | 20 | 112 | 811 |
| Protecting historical, cultural and other significant natural resources | Mean | 5.05 | 4.47 | 5.25 | 4.95 | 5.52 | 4.94 | 4.83 | 5.05 | 4.58 | 4.39 | 4.48 | 5.02 | 4.87 |
| | Count | 43 | 43 | 79 | 19 | 61 | 84 | 96 | 76 | 72 | 132 | 21 | 114 | 840 |
| Resource Management | Mean | 4.50 | 4.00 | 4.18 | 4.70 | 4.89 | 4.25 | 4.29 | 3.91 | 4.03 | 3.62 | 4.35 | 4.27 | 4.16 |
| | Count | 46 | 46 | 82 | 20 | 62 | 89 | 96 | 78 | 74 | 140 | 23 | 115 | 871 |

Stakeholders and Partners

Table 1. Results of the survey

| Category | Group | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 |
|--------------------|-------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| General population | Group | 1.1 | 1.2 | 1.3 | 1.4 | 1.5 | 1.6 | 1.7 | 1.8 | 1.9 | 2.0 | 2.1 | 2.2 | 2.3 | 2.4 | 2.5 |
| General population | Group | 2.1 | 2.2 | 2.3 | 2.4 | 2.5 | 2.6 | 2.7 | 2.8 | 2.9 | 3.0 | 3.1 | 3.2 | 3.3 | 3.4 | 3.5 |
| General population | Group | 3.1 | 3.2 | 3.3 | 3.4 | 3.5 | 3.6 | 3.7 | 3.8 | 3.9 | 4.0 | 4.1 | 4.2 | 4.3 | 4.4 | 4.5 |
| General population | Group | 4.1 | 4.2 | 4.3 | 4.4 | 4.5 | 4.6 | 4.7 | 4.8 | 4.9 | 5.0 | 5.1 | 5.2 | 5.3 | 5.4 | 5.5 |
| General population | Group | 5.1 | 5.2 | 5.3 | 5.4 | 5.5 | 5.6 | 5.7 | 5.8 | 5.9 | 6.0 | 6.1 | 6.2 | 6.3 | 6.4 | 6.5 |
| General population | Group | 6.1 | 6.2 | 6.3 | 6.4 | 6.5 | 6.6 | 6.7 | 6.8 | 6.9 | 7.0 | 7.1 | 7.2 | 7.3 | 7.4 | 7.5 |
| General population | Group | 7.1 | 7.2 | 7.3 | 7.4 | 7.5 | 7.6 | 7.7 | 7.8 | 7.9 | 8.0 | 8.1 | 8.2 | 8.3 | 8.4 | 8.5 |
| General population | Group | 8.1 | 8.2 | 8.3 | 8.4 | 8.5 | 8.6 | 8.7 | 8.8 | 8.9 | 9.0 | 9.1 | 9.2 | 9.3 | 9.4 | 9.5 |
| General population | Group | 9.1 | 9.2 | 9.3 | 9.4 | 9.5 | 9.6 | 9.7 | 9.8 | 9.9 | 10.0 | 10.1 | 10.2 | 10.3 | 10.4 | 10.5 |
| General population | Group | 10.1 | 10.2 | 10.3 | 10.4 | 10.5 | 10.6 | 10.7 | 10.8 | 10.9 | 11.0 | 11.1 | 11.2 | 11.3 | 11.4 | 11.5 |
| General population | Group | 11.1 | 11.2 | 11.3 | 11.4 | 11.5 | 11.6 | 11.7 | 11.8 | 11.9 | 12.0 | 12.1 | 12.2 | 12.3 | 12.4 | 12.5 |
| General population | Group | 12.1 | 12.2 | 12.3 | 12.4 | 12.5 | 12.6 | 12.7 | 12.8 | 12.9 | 13.0 | 13.1 | 13.2 | 13.3 | 13.4 | 13.5 |
| General population | Group | 13.1 | 13.2 | 13.3 | 13.4 | 13.5 | 13.6 | 13.7 | 13.8 | 13.9 | 14.0 | 14.1 | 14.2 | 14.3 | 14.4 | 14.5 |
| General population | Group | 14.1 | 14.2 | 14.3 | 14.4 | 14.5 | 14.6 | 14.7 | 14.8 | 14.9 | 15.0 | 15.1 | 15.2 | 15.3 | 15.4 | 15.5 |
| General population | Group | 15.1 | 15.2 | 15.3 | 15.4 | 15.5 | 15.6 | 15.7 | 15.8 | 15.9 | 16.0 | 16.1 | 16.2 | 16.3 | 16.4 | 16.5 |
| General population | Group | 16.1 | 16.2 | 16.3 | 16.4 | 16.5 | 16.6 | 16.7 | 16.8 | 16.9 | 17.0 | 17.1 | 17.2 | 17.3 | 17.4 | 17.5 |
| General population | Group | 17.1 | 17.2 | 17.3 | 17.4 | 17.5 | 17.6 | 17.7 | 17.8 | 17.9 | 18.0 | 18.1 | 18.2 | 18.3 | 18.4 | 18.5 |
| General population | Group | 18.1 | 18.2 | 18.3 | 18.4 | 18.5 | 18.6 | 18.7 | 18.8 | 18.9 | 19.0 | 19.1 | 19.2 | 19.3 | 19.4 | 19.5 |
| General population | Group | 19.1 | 19.2 | 19.3 | 19.4 | 19.5 | 19.6 | 19.7 | 19.8 | 19.9 | 20.0 | 20.1 | 20.2 | 20.3 | 20.4 | 20.5 |
| General population | Group | 20.1 | 20.2 | 20.3 | 20.4 | 20.5 | 20.6 | 20.7 | 20.8 | 20.9 | 21.0 | 21.1 | 21.2 | 21.3 | 21.4 | 21.5 |
| General population | Group | 21.1 | 21.2 | 21.3 | 21.4 | 21.5 | 21.6 | 21.7 | 21.8 | 21.9 | 22.0 | 22.1 | 22.2 | 22.3 | 22.4 | 22.5 |
| General population | Group | 22.1 | 22.2 | 22.3 | 22.4 | 22.5 | 22.6 | 22.7 | 22.8 | 22.9 | 23.0 | 23.1 | 23.2 | 23.3 | 23.4 | 23.5 |
| General population | Group | 23.1 | 23.2 | 23.3 | 23.4 | 23.5 | 23.6 | 23.7 | 23.8 | 23.9 | 24.0 | 24.1 | 24.2 | 24.3 | 24.4 | 24.5 |
| General population | Group | 24.1 | 24.2 | 24.3 | 24.4 | 24.5 | 24.6 | 24.7 | 24.8 | 24.9 | 25.0 | 25.1 | 25.2 | 25.3 | 25.4 | 25.5 |
| General population | Group | 25.1 | 25.2 | 25.3 | 25.4 | 25.5 | 25.6 | 25.7 | 25.8 | 25.9 | 26.0 | 26.1 | 26.2 | 26.3 | 26.4 | 26.5 |
| General population | Group | 26.1 | 26.2 | 26.3 | 26.4 | 26.5 | 26.6 | 26.7 | 26.8 | 26.9 | 27.0 | 27.1 | 27.2 | 27.3 | 27.4 | 27.5 |
| General population | Group | 27.1 | 27.2 | 27.3 | 27.4 | 27.5 | 27.6 | 27.7 | 27.8 | 27.9 | 28.0 | 28.1 | 28.2 | 28.3 | 28.4 | 28.5 |
| General population | Group | 28.1 | 28.2 | 28.3 | 28.4 | 28.5 | 28.6 | 28.7 | 28.8 | 28.9 | 29.0 | 29.1 | 29.2 | 29.3 | 29.4 | 29.5 |
| General population | Group | 29.1 | 29.2 | 29.3 | 29.4 | 29.5 | 29.6 | 29.7 | 29.8 | 29.9 | 30.0 | 30.1 | 30.2 | 30.3 | 30.4 | 30.5 |
| General population | Group | 30.1 | 30.2 | 30.3 | 30.4 | 30.5 | 30.6 | 30.7 | 30.8 | 30.9 | 31.0 | 31.1 | 31.2 | 31.3 | 31.4 | 31.5 |
| General population | Group | 31.1 | 31.2 | 31.3 | 31.4 | 31.5 | 31.6 | 31.7 | 31.8 | 31.9 | 32.0 | 32.1 | 32.2 | 32.3 | 32.4 | 32.5 |
| General population | Group | 32.1 | 32.2 | 32.3 | 32.4 | 32.5 | 32.6 | 32.7 | 32.8 | 32.9 | 33.0 | 33.1 | 33.2 | 33.3 | 33.4 | 33.5 |
| General population | Group | 33.1 | 33.2 | 33.3 | 33.4 | 33.5 | 33.6 | 33.7 | 33.8 | 33.9 | 34.0 | 34.1 | 34.2 | 34.3 | 34.4 | 34.5 |
| General population | Group | 34.1 | 34.2 | 34.3 | 34.4 | 34.5 | 34.6 | 34.7 | 34.8 | 34.9 | 35.0 | 35.1 | 35.2 | 35.3 | 35.4 | 35.5 |
| General population | Group | 35.1 | 35.2 | 35.3 | 35.4 | 35.5 | 35.6 | 35.7 | 35.8 | 35.9 | 36.0 | 36.1 | 36.2 | 36.3 | 36.4 | 36.5 |
| General population | Group | 36.1 | 36.2 | 36.3 | 36.4 | 36.5 | 36.6 | 36.7 | 36.8 | 36.9 | 37.0 | 37.1 | 37.2 | 37.3 | 37.4 | 37.5 |
| General population | Group | 37.1 | 37.2 | 37.3 | 37.4 | 37.5 | 37.6 | 37.7 | 37.8 | 37.9 | 38.0 | 38.1 | 38.2 | 38.3 | 38.4 | 38.5 |
| General population | Group | 38.1 | 38.2 | 38.3 | 38.4 | 38.5 | 38.6 | 38.7 | 38.8 | 38.9 | 39.0 | 39.1 | 39.2 | 39.3 | 39.4 | 39.5 |
| General population | Group | 39.1 | 39.2 | 39.3 | 39.4 | 39.5 | 39.6 | 39.7 | 39.8 | 39.9 | 40.0 | 40.1 | 40.2 | 40.3 | 40.4 | 40.5 |
| General population | Group | 40.1 | 40.2 | 40.3 | 40.4 | 40.5 | 40.6 | 40.7 | 40.8 | 40.9 | 41.0 | 41.1 | 41.2 | 41.3 | 41.4 | 41.5 |
| General population | Group | 41.1 | 41.2 | 41.3 | 41.4 | 41.5 | 41.6 | 41.7 | 41.8 | 41.9 | 42.0 | 42.1 | 42.2 | 42.3 | 42.4 | 42.5 |
| General population | Group | 42.1 | 42.2 | 42.3 | 42.4 | 42.5 | 42.6 | 42.7 | 42.8 | 42.9 | 43.0 | 43.1 | 43.2 | 43.3 | 43.4 | 43.5 |
| General population | Group | 43.1 | 43.2 | 43.3 | 43.4 | 43.5 | 43.6 | 43.7 | 43.8 | 43.9 | 44.0 | 44.1 | 44.2 | 44.3 | 44.4 | 44.5 |
| General population | Group | 44.1 | 44.2 | 44.3 | 44.4 | 44.5 | 44.6 | 44.7 | 44.8 | 44.9 | 45.0 | 45.1 | 45.2 | 45.3 | 45.4 | 45.5 |
| General population | Group | 45.1 | 45.2 | 45.3 | 45.4 | 45.5 | 45.6 | 45.7 | 45.8 | 45.9 | 46.0 | 46.1 | 46.2 | 46.3 | 46.4 | 46.5 |
| General population | Group | 46.1 | 46.2 | 46.3 | 46.4 | 46.5 | 46.6 | 46.7 | 46.8 | 46.9 | 47.0 | 47.1 | 47.2 | 47.3 | 47.4 | 47.5 |
| General population | Group | 47.1 | 47.2 | 47.3 | 47.4 | 47.5 | 47.6 | 47.7 | 47.8 | 47.9 | 48.0 | 48.1 | 48.2 | 48.3 | 48.4 | 48.5 |
| General population | Group | 48.1 | 48.2 | 48.3 | 48.4 | 48.5 | 48.6 | 48.7 | 48.8 | 48.9 | 49.0 | 49.1 | 49.2 | 49.3 | 49.4 | 49.5 |
| General population | Group | 49.1 | 49.2 | 49.3 | 49.4 | 49.5 | 49.6 | 49.7 | 49.8 | 49.9 | 50.0 | 50.1 | 50.2 | 50.3 | 50.4 | 50.5 |
| General population | Group | 50.1 | 50.2 | 50.3 | 50.4 | 50.5 | 50.6 | 50.7 | 50.8 | 50.9 | 51.0 | 51.1 | 51.2 | 51.3 | 51.4 | 51.5 |
| General population | Group | 51.1 | 51.2 | 51.3 | 51.4 | 51.5 | 51.6 | 51.7 | 51.8 | 51.9 | 52.0 | 52.1 | 52.2 | 52.3 | 52.4 | 52.5 |
| General population | Group | 52.1 | 52.2 | 52.3 | 52.4 | 52.5 | 52.6 | 52.7 | 52.8 | 52.9 | 53.0 | 53.1 | 53.2 | 53.3 | 53.4 | 53.5 |
| General population | Group | 53.1 | 53.2 | 53.3 | 53.4 | 53.5 | 53.6 | 53.7 | 53.8 | 53.9 | 54.0 | 54.1 | 54.2 | 54.3 | 54.4 | 54.5 |
| General population | Group | 54.1 | 54.2 | 54.3 | 54.4 | 54.5 | 54.6 | 54.7 | 54.8 | 54.9 | 55.0 | 55.1 | 55.2 | 55.3 | 55.4 | 55.5 |
| General population | Group | 55.1 | 55.2 | 55.3 | 55.4 | 55.5 | 55.6 | 55.7 | 55.8 | 55.9 | 56.0 | 56.1 | 56.2 | 56.3 | 56.4 | 56.5 |
| General population | Group | 56.1 | 56.2 | 56.3 | 56.4 | 56.5 | 56.6 | 56.7 | 56.8 | 56.9 | 57.0 | 57.1 | 57.2 | 57.3 | 57.4 | 57.5 |
| General population | Group | 57.1 | 57.2 | 57.3 | 57.4 | 57.5 | 57.6 | 57.7 | 57.8 | 57.9 | 58.0 | 58.1 | 58.2 | 58.3 | 58.4 | 58.5 |
| General population | Group | 58.1 | 58.2 | 58.3 | 58.4 | 58.5 | 58.6 | 58.7 | 58.8 | 58.9 | 59.0 | 59.1 | 59.2 | 59.3 | 59.4 | 59.5 |
| General population | Group | 59.1 | 59.2 | 59.3 | 59.4 | 59.5 | 59.6 | 59.7 | 59.8 | 59.9 | 60.0 | 60.1 | 60.2 | 60.3 | 60.4 | 60.5 |
| General population | Group | 60.1 | 60.2 | 60.3 | 60.4 | 60.5 | 60.6 | 60.7 | 60.8 | 60.9 | 61.0 | 61.1 | 61.2 | 61.3 | 61.4 | 61.5 |
| General population | Group | 61.1 | 61.2 | 61.3 | 61.4 | 61.5 | 61.6 | 61.7 | 61.8 | 61.9 | 62.0 | 62.1 | 62.2 | 62.3 | 62.4 | 62.5 |
| General population | Group | 62.1 | 62.2 | 62.3 | 62.4 | 62.5 | 62.6 | 62.7 | 62.8 | 62.9 | 63.0 | 63.1 | 63.2 | 63.3 | 63.4 | 63.5 |
| General population | Group | 63.1 | 63.2 | 63.3 | 63.4 | 63.5 | 63.6 | 63.7 | 63.8 | 63.9 | 64.0 | 64.1 | 64.2 | 64.3 | 64.4 | 64.5 |
| General population | Group | 64.1 | 64.2 | 64.3 | 64.4 | 64.5 | 64.6 | 64.7 | 64.8 | 64.9 | 65.0 | 65.1 | 65.2 | 65.3 | 65.4 | 65.5 |
| General population | Group | 65.1 | 65.2 | 65.3 | 65.4 | 65.5 | 65.6 | 65.7 | 65.8 | 65.9 | 66.0 | 66.1 | 66.2 | 66.3 | 66.4 | 66.5 |
| General population | Group | 66.1 | 66.2 | 66.3 | 66.4 | 66.5 | 66.6 | 66.7 | 66.8 | 66.9 | 67.0 | 67.1 | 67.2 | 67.3 | 67.4 | 67.5 |
| General population | Group | 67.1 | 67.2 | 67.3 | 67.4 | 67.5 | 67.6 | 67.7 | 67.8 | 67.9 | 68.0 | 68.1 | 68.2 | 68.3 | 68.4 | 68.5 |
| General population | Group | 68.1 | 68.2 | 68.3 | 68.4 | 68.5 | 68.6 | 68.7 | 68.8 | 68.9 | 69.0 | 69.1 | 69.2 | 69.3 | 69.4 | 69.5 |
| General population | Group | 69.1 | 69.2 | 69.3 | 69.4 | 69.5 | 69.6 | 69.7 | 69.8 | 69.9 | 70.0 | 70.1 | 70.2 | 70.3 | 70.4 | 70.5 |
| General population | Group | 70.1 | 70.2 | 70.3 | 70.4 | 70.5 | 70.6 | 70.7 | 70.8 | 70.9 | 71.0 | 71.1 | 71.2 | 71.3 | 71.4 | 71.5 |
| General population | Group | 71.1 | 71.2 | 71.3 | 71.4 | 71.5 | 71.6 | 71.7 | 71.8 | 71.9 | 72.0 | 72.1 | 72.2 | 72.3 | 72.4 | 72.5 |
| General population | Group | 72.1 | 72.2 | 72.3 | 72.4 | 72.5 | 72.6 | 72.7 | 72.8 | 72.9 | 73.0 | 73.1 | 73.2 | 73.3 | 73.4 | 73.5 |
| General population | Group | 73.1 | 73.2 | 73.3 | 73.4 | 73.5 | 73.6 | 73.7 | 73.8 | 73.9 | 74.0 | 74.1 | 74.2 | 74.3 | 74.4 | 74.5 |
| General population | Group | 74.1 | 74.2 | 74.3 | 74.4 | 74.5 | 74.6 | 74.7 | 74.8 | 74.9 | 75.0 | 75.1 | 75.2 | 75.3 | 75.4 | 75.5 |
| General population | Group | 75.1 | 75.2 | 75.3 | 75.4 | 75.5 | 75.6 | 75.7 | 75.8 | 75.9 | 76.0 | 76.1 | 76.2 | 76.3 | 76.4 | 76.5 |
| General population | Group | 76.1 | 76.2 | 76.3 | 76.4 | 76.5 | 76.6 | 76.7 | 76.8 | 76.9 | 77.0 | 77.1 | 77.2 | 77.3 | 77.4 | 77.5 |
| General population | Group | 77.1 | 77.2 | 77.3 | 77.4 | 77.5 | 77.6 | 77.7 | 77.8 | 77.9 | 78.0 | 78.1 | 78.2 | 78.3 | 78.4 | 78.5 |
| General population | Group | 78.1 | 78.2 | 78.3 | 78.4 | 78.5 | 78.6 | 78.7 | 78.8 | 78.9 | 79.0 | 79.1 | 79.2 | 79.3 | 79.4 | 79.5 |
| General population | Group | 79.1 | 79.2 | 79.3 | 79.4 | 79.5 | 79.6 | 79.7 | 79.8 | 79.9 | 80.0 | 80.1 | 80.2 | 80.3 | 80.4 | 80.5 |
| General population | Group | 80.1 | 80.2 | 80.3 | 80.4 | 80.5 | 80.6 | 80.7 | 80.8 | 80.9 | 81.0 | 81.1 | 81. | | | |

Leadership and Partnering Arena

| | | Administrative Office | | | | | | | | | | | | Overall Company |
|---|-------|-----------------------|------|------|------|------|------|------|------|------|------|------|------|-----------------|
| | | AK | AZ | CA | CO | ES | ID | MT | NM | NV | OR | UT | WY | |
| Empowering local employees to evaluate risk and to make decisions | Mean | 3.81 | 4.11 | 4.18 | 4.56 | 4.11 | 4.01 | 3.90 | 3.79 | 3.71 | 3.50 | 4.33 | 3.96 | 3.90 |
| | Count | 37 | 36 | 67 | 18 | 38 | 80 | 71 | 67 | 63 | 115 | 18 | 100 | 710 |
| Taking initiative on issues affecting land management agencies | Mean | 3.95 | 3.93 | 4.31 | 4.95 | 4.55 | 4.07 | 3.96 | 3.91 | 3.89 | 3.65 | 4.22 | 4.05 | 4.02 |
| | Count | 37 | 44 | 72 | 20 | 42 | 83 | 82 | 70 | 71 | 121 | 23 | 107 | 772 |
| Fostering local partnerships | Mean | 4.05 | 4.39 | 4.43 | 5.25 | 4.42 | 4.34 | 4.22 | 3.74 | 3.93 | 4.12 | 4.68 | 4.39 | 4.24 |
| | Count | 41 | 41 | 70 | 20 | 43 | 83 | 83 | 66 | 72 | 126 | 22 | 109 | 776 |
| Working with state agencies and organizations | Mean | 4.66 | 4.40 | 4.59 | 5.50 | 4.60 | 4.54 | 4.38 | 4.06 | 4.45 | 4.39 | 5.05 | 4.65 | 4.51 |
| | Count | 44 | 42 | 73 | 20 | 42 | 83 | 78 | 68 | 66 | 124 | 20 | 107 | 767 |
| Working with other federal agencies and organizations | Mean | 4.62 | 4.38 | 4.77 | 5.40 | 4.67 | 4.68 | 4.69 | 4.23 | 4.50 | 4.51 | 4.56 | 4.69 | 4.60 |
| | Count | 39 | 42 | 61 | 20 | 43 | 71 | 71 | 62 | 64 | 118 | 18 | 97 | 706 |
| Maintaining good communication and coordination within BLM | Mean | 4.03 | 4.62 | 4.57 | 4.65 | 4.53 | 4.45 | 4.31 | 3.90 | 3.93 | 4.34 | 4.67 | 4.26 | 4.31 |
| | Count | 29 | 34 | 54 | 17 | 47 | 60 | 59 | 63 | 57 | 93 | 15 | 86 | 614 |
| Providing financial support for research, restoration, and other activities | Mean | 4.03 | 3.50 | 3.67 | 4.53 | 4.76 | 3.64 | 3.91 | 3.46 | 3.32 | 3.61 | 3.45 | 3.76 | 3.73 |
| | Count | 29 | 30 | 55 | 19 | 34 | 72 | 64 | 56 | 62 | 106 | 20 | 89 | 636 |
| Having a visible presence in the field and/or in the community | Mean | 4.14 | 4.35 | 4.63 | 4.61 | 4.53 | 4.28 | 4.10 | 3.88 | 3.90 | 4.18 | 4.04 | 4.07 | 4.19 |
| | Count | 44 | 43 | 76 | 18 | 58 | 87 | 92 | 77 | 71 | 135 | 23 | 113 | 837 |
| Leadership and Partnerships | Mean | 4.24 | 4.15 | 4.23 | 5.05 | 4.64 | 4.10 | 4.26 | 3.75 | 3.88 | 3.86 | 4.09 | 4.21 | 4.12 |
| | Count | 46 | 46 | 75 | 20 | 56 | 83 | 85 | 73 | 73 | 136 | 23 | 111 | 827 |

Stakeholders and Partners

Regulations, Policies, and Guidance Arena

| | | Administrative Office | | | | | | | | | | | | Overall Company |
|--|-------|-----------------------|------|------|------|------|------|------|------|------|------|------|------|-----------------|
| | | AK | AZ | CA | CO | ES | ID | MT | NM | NV | OR | UT | WY | |
| Having clear and understandable regulations, policies, and guidance | Mean | 3.51 | 3.79 | 3.49 | 3.79 | 4.15 | 3.48 | 4.00 | 3.16 | 3.51 | 3.39 | 4.05 | 3.62 | 3.61 |
| | Count | 43 | 43 | 74 | 19 | 61 | 82 | 91 | 76 | 71 | 125 | 21 | 110 | 816 |
| Having reasonable regulations, policies, and guidance | Mean | 3.64 | 3.95 | 3.53 | 4.17 | 4.37 | 3.75 | 4.11 | 3.08 | 3.46 | 3.36 | 4.09 | 3.88 | 3.71 |
| | Count | 44 | 42 | 76 | 18 | 60 | 87 | 93 | 77 | 72 | 128 | 23 | 111 | 831 |
| Enforcing regulations and policies | Mean | 3.95 | 4.00 | 4.36 | 3.80 | 5.17 | 3.66 | 3.87 | 4.19 | 3.91 | 3.94 | 3.42 | 3.69 | 4.00 |
| | Count | 43 | 43 | 73 | 15 | 54 | 83 | 83 | 74 | 69 | 125 | 19 | 103 | 784 |
| Interpreting regulations consistently | Mean | 3.88 | 3.63 | 3.57 | 4.21 | 4.62 | 3.75 | 4.03 | 3.12 | 3.43 | 3.56 | 3.94 | 3.52 | 3.69 |
| | Count | 40 | 43 | 68 | 19 | 52 | 79 | 79 | 73 | 69 | 126 | 18 | 102 | 768 |
| Involving me in the development of regulations, policies, and guidance | Mean | 4.02 | 3.85 | 4.25 | 4.41 | 3.92 | 3.86 | 3.89 | 3.29 | 3.51 | 3.34 | 3.67 | 3.73 | 3.73 |
| | Count | 45 | 41 | 69 | 17 | 49 | 84 | 81 | 72 | 71 | 130 | 21 | 108 | 788 |
| Being able to implement programs and decisions | Mean | 3.95 | 4.07 | 3.92 | 4.05 | 4.71 | 3.48 | 4.02 | 3.74 | 3.71 | 3.58 | 4.05 | 4.04 | 3.88 |
| | Count | 43 | 41 | 71 | 20 | 51 | 81 | 86 | 72 | 70 | 127 | 22 | 111 | 795 |
| Regulations, Policies, and Guidance | Mean | 3.75 | 3.77 | 3.77 | 4.20 | 4.56 | 3.52 | 3.99 | 3.18 | 3.50 | 3.49 | 3.78 | 3.52 | 3.68 |
| | Count | 44 | 44 | 79 | 20 | 55 | 85 | 91 | 76 | 72 | 133 | 23 | 110 | 832 |

Stakeholders and Partners

Table 1. (continued)

| Category | 1980 | 81 | 82 | 83 | 84 | 85 | 86 | 87 | 88 | 89 | 90 | 91 | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 2000 |
|--------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Grain and grain products | 1.12 | 1.41 | 1.11 | 1.26 | 1.29 | 1.25 | 1.28 | 1.18 | 1.20 | 1.28 | 1.18 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 |
| Meat and meat products | 1.12 | 1.41 | 1.11 | 1.26 | 1.29 | 1.25 | 1.28 | 1.18 | 1.20 | 1.28 | 1.18 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 |
| Dairy products | 1.12 | 1.41 | 1.11 | 1.26 | 1.29 | 1.25 | 1.28 | 1.18 | 1.20 | 1.28 | 1.18 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 |
| Vegetables and fruits | 1.12 | 1.41 | 1.11 | 1.26 | 1.29 | 1.25 | 1.28 | 1.18 | 1.20 | 1.28 | 1.18 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 |
| Alcohol and tobacco | 1.12 | 1.41 | 1.11 | 1.26 | 1.29 | 1.25 | 1.28 | 1.18 | 1.20 | 1.28 | 1.18 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 |
| Other goods | 1.12 | 1.41 | 1.11 | 1.26 | 1.29 | 1.25 | 1.28 | 1.18 | 1.20 | 1.28 | 1.18 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 |
| Total | 1.12 | 1.41 | 1.11 | 1.26 | 1.29 | 1.25 | 1.28 | 1.18 | 1.20 | 1.28 | 1.18 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 | 1.11 |

Overall Satisfaction

| | | Administrative Office | | | | | | | | | | | | | |
|-------------------------|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | AK | | AZ | | CA | | CO | | ES | | ID | | MT | |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % |
| Overall BLM Performance | 1=NEED MAJOR IMPROVEMENT | 1 | 2.1% | 3 | 6.5% | 4 | 5.0% | 1 | 5.0% | | | 1 | 1.1% | 3 | 3.1% |
| | 2 | 2 | 4.2% | 3 | 6.5% | 6 | 7.5% | | | 1 | 1.4% | 10 | 11.2% | 4 | 4.1% |
| | 3 | 11 | 22.9% | 8 | 17.4% | 19 | 23.8% | 1 | 5.0% | 11 | 15.7% | 17 | 19.1% | 20 | 20.4% |
| | 4 | 7 | 14.6% | 11 | 23.9% | 14 | 17.5% | 6 | 30.0% | 12 | 17.1% | 24 | 27.0% | 20 | 20.4% |
| | 5 | 20 | 41.7% | 13 | 28.3% | 23 | 28.8% | 7 | 35.0% | 23 | 32.9% | 25 | 28.1% | 32 | 32.7% |
| | 6 | 6 | 12.5% | 8 | 17.4% | 11 | 13.8% | 5 | 25.0% | 17 | 24.3% | 11 | 12.4% | 16 | 16.3% |
| | 7=EXCELLENT | 1 | 2.1% | | | 3 | 3.8% | | | 6 | 8.6% | 1 | 1.1% | 3 | 3.1% |

Overall Satisfaction

| | | Administrative Office | | | | | | | | | | Overall Company | |
|-------------------------|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----------------|-------|
| | | NM | | NV | | OR | | UT | | WY | | Count | Col % |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | | |
| Overall BLM Performance | 1=NEED MAJOR IMPROVEMENT | 7 | 9.0% | 6 | 8.1% | 15 | 10.7% | 1 | 4.3% | 6 | 5.2% | 48 | 5.4% |
| | 2 | 6 | 7.7% | 9 | 12.2% | 15 | 10.7% | 2 | 8.7% | 10 | 8.7% | 68 | 7.7% |
| | 3 | 17 | 21.8% | 12 | 16.2% | 28 | 20.0% | 3 | 13.0% | 21 | 18.3% | 168 | 19.1% |
| | 4 | 22 | 28.2% | 15 | 20.3% | 31 | 22.1% | 7 | 30.4% | 24 | 20.9% | 193 | 21.9% |
| | 5 | 20 | 25.6% | 28 | 37.8% | 38 | 27.1% | 8 | 34.8% | 36 | 31.3% | 273 | 31.0% |
| | 6 | 6 | 7.7% | 4 | 5.4% | 12 | 8.6% | 2 | 8.7% | 16 | 13.9% | 114 | 12.9% |
| | 7=EXCELLENT | | | | | 1 | .7% | | | 2 | 1.7% | 17 | 1.9% |

Stakeholders and Partners

Processing of Permits and Applications Arena

| | | Administrative Office | | | | | | | | | | | | | |
|--|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | AK | | AZ | | CA | | CO | | ES | | ID | | MT | |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % |
| Requiring a reasonable amount of advance notice for applications | 1=NEED MAJOR IMPROVEMENT | 1 | 3.1% | 1 | 3.0% | 1 | 1.8% | | | 2 | 3.8% | 3 | 5.1% | 4 | 5.9% |
| | 2 | 1 | 3.1% | 2 | 6.1% | 6 | 10.9% | | | 1 | 1.9% | 5 | 8.5% | 2 | 2.9% |
| | 3 | 3 | 9.4% | 2 | 6.1% | 12 | 21.8% | 1 | 7.1% | 6 | 11.3% | 5 | 8.5% | 11 | 16.2% |
| | 4 | 8 | 25.0% | 6 | 18.2% | 9 | 16.4% | 3 | 21.4% | 8 | 15.1% | 12 | 20.3% | 8 | 11.8% |
| | 5 | 9 | 28.1% | 14 | 42.4% | 16 | 29.1% | 7 | 50.0% | 15 | 28.3% | 14 | 23.7% | 26 | 38.2% |
| | 6 | 5 | 15.6% | 6 | 18.2% | 6 | 10.9% | 3 | 21.4% | 9 | 17.0% | 15 | 25.4% | 9 | 13.2% |
| | 7=EXCELLENT | 5 | 15.6% | 2 | 6.1% | 5 | 9.1% | | | 12 | 22.6% | 5 | 8.5% | 8 | 11.8% |
| Processing applications timely and efficiently | 1=NEED MAJOR IMPROVEMENT | 3 | 8.8% | 1 | 3.0% | 6 | 10.7% | | | 4 | 6.8% | 6 | 9.7% | 7 | 10.3% |
| | 2 | 3 | 8.8% | 2 | 6.1% | 9 | 16.1% | | | 5 | 8.5% | 5 | 8.1% | 2 | 2.9% |
| | 3 | 6 | 17.6% | 4 | 12.1% | 9 | 16.1% | 3 | 18.8% | 4 | 6.8% | 6 | 9.7% | 8 | 11.8% |
| | 4 | 8 | 23.5% | 8 | 24.2% | 10 | 17.9% | 2 | 12.5% | 5 | 8.5% | 8 | 12.9% | 15 | 22.1% |
| | 5 | 4 | 11.8% | 12 | 36.4% | 12 | 21.4% | 6 | 37.5% | 13 | 22.0% | 20 | 32.3% | 17 | 25.0% |
| | 6 | 6 | 17.6% | 3 | 9.1% | 7 | 12.5% | 5 | 31.3% | 11 | 18.6% | 11 | 17.7% | 10 | 14.7% |
| | 7=EXCELLENT | 4 | 11.8% | 3 | 9.1% | 3 | 5.4% | | | 17 | 28.8% | 6 | 9.7% | 9 | 13.2% |
| Charging fair rates and fees | 1=NEED MAJOR IMPROVEMENT | 1 | 3.0% | 4 | 11.4% | 6 | 9.4% | 1 | 7.7% | | | 8 | 12.5% | 11 | 14.1% |
| | 2 | 3 | 9.1% | 8 | 22.9% | 3 | 4.7% | | | 4 | 6.3% | 2 | 3.1% | 3 | 3.8% |
| | 3 | 3 | 9.1% | 2 | 5.7% | 4 | 6.3% | 2 | 15.4% | 4 | 6.3% | 9 | 14.1% | 5 | 6.4% |
| | 4 | 4 | 12.1% | 2 | 5.7% | 10 | 15.6% | 2 | 15.4% | 7 | 10.9% | 9 | 14.1% | 19 | 24.4% |
| | 5 | 9 | 27.3% | 6 | 17.1% | 12 | 18.8% | 2 | 15.4% | 5 | 7.8% | 12 | 18.8% | 11 | 14.1% |
| | 6 | 6 | 18.2% | 8 | 22.9% | 12 | 18.8% | 3 | 23.1% | 16 | 25.0% | 15 | 23.4% | 16 | 20.5% |
| | 7=EXCELLENT | 7 | 21.2% | 5 | 14.3% | 17 | 26.6% | 3 | 23.1% | 28 | 43.8% | 9 | 14.1% | 13 | 16.7% |
| Making fair decisions that are technically and legally sound | 1=NEED MAJOR IMPROVEMENT | 2 | 4.8% | 5 | 11.9% | 10 | 13.7% | 1 | 5.6% | 3 | 5.9% | 7 | 9.0% | 8 | 9.9% |
| | 2 | 5 | 11.9% | 3 | 7.1% | 11 | 15.1% | 2 | 11.1% | 2 | 3.9% | 2 | 2.6% | 9 | 11.1% |
| | 3 | 3 | 7.1% | 6 | 14.3% | 8 | 11.0% | 3 | 16.7% | 2 | 3.9% | 11 | 14.1% | 6 | 7.4% |
| | 4 | 7 | 16.7% | 7 | 16.7% | 10 | 13.7% | 2 | 11.1% | 5 | 9.8% | 12 | 15.4% | 16 | 19.8% |
| | 5 | 11 | 26.2% | 8 | 19.0% | 17 | 23.3% | 2 | 11.1% | 17 | 33.3% | 22 | 28.2% | 19 | 23.5% |
| | 6 | 9 | 21.4% | 12 | 28.6% | 13 | 17.8% | 6 | 33.3% | 10 | 19.6% | 15 | 19.2% | 16 | 19.8% |
| | 7=EXCELLENT | 5 | 11.9% | 1 | 2.4% | 4 | 5.5% | 2 | 11.1% | 12 | 23.5% | 9 | 11.5% | 7 | 8.6% |
| Responding consistently to requests and problems | 1=NEED MAJOR IMPROVEMENT | 1 | 2.3% | 4 | 9.1% | 11 | 15.5% | | | 2 | 3.1% | 4 | 4.8% | 2 | 2.5% |
| | 2 | 3 | 7.0% | 5 | 11.4% | 5 | 7.0% | | | 2 | 3.1% | 4 | 4.8% | 8 | 9.9% |
| | 3 | 5 | 11.6% | 4 | 9.1% | 13 | 18.3% | 4 | 22.2% | 4 | 6.2% | 11 | 13.1% | 12 | 14.8% |
| | 4 | 7 | 16.3% | 5 | 11.4% | 9 | 12.7% | 2 | 11.1% | 12 | 18.5% | 12 | 14.3% | 12 | 14.8% |
| | 5 | 11 | 25.6% | 12 | 27.3% | 16 | 22.5% | 2 | 11.1% | 12 | 18.5% | 23 | 27.4% | 21 | 25.9% |
| | 6 | 11 | 25.6% | 9 | 20.5% | 11 | 15.5% | 8 | 44.4% | 14 | 21.5% | 18 | 21.4% | 14 | 17.3% |
| | 7=EXCELLENT | 5 | 11.6% | 5 | 11.4% | 6 | 8.5% | 2 | 11.1% | 19 | 29.2% | 12 | 14.3% | 12 | 14.8% |

Processing of Permits and Applications Arena

| | | Administrative Office | | | | | | | | | | | | | |
|---|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | AK | | AZ | | CA | | CO | | ES | | ID | | MT | |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % |
| Informing you of issues pertaining to permits being processed | 1=NEED MAJOR IMPROVEMENT | | | 3 | 7.5% | 3 | 4.7% | | | 1 | 2.0% | 4 | 6.2% | 3 | 3.8% |
| | 2 | 3 | 7.9% | 1 | 2.5% | 3 | 4.7% | 2 | 14.3% | 4 | 7.8% | 5 | 7.7% | 6 | 7.7% |
| | 3 | 4 | 10.5% | | | 8 | 12.5% | | | 3 | 5.9% | 6 | 9.2% | 14 | 17.9% |
| | 4 | 3 | 7.9% | 7 | 17.5% | 9 | 14.1% | 2 | 14.3% | 5 | 9.8% | 9 | 13.8% | 7 | 9.0% |
| | 5 | 14 | 36.8% | 14 | 35.0% | 19 | 29.7% | 4 | 28.6% | 19 | 37.3% | 11 | 16.9% | 19 | 24.4% |
| | 6 | 8 | 21.1% | 12 | 30.0% | 8 | 12.5% | 6 | 42.9% | 11 | 21.6% | 20 | 30.8% | 20 | 25.6% |
| | 7=EXCELLENT | 6 | 15.8% | 3 | 7.5% | 14 | 21.9% | | | 8 | 15.7% | 10 | 15.4% | 9 | 11.5% |
| Processing of Permits and Applications | 1=NEED MAJOR IMPROVEMENT | 2 | 5.3% | 2 | 5.0% | 3 | 4.5% | | | 2 | 3.4% | 2 | 2.9% | 4 | 5.1% |
| | 2 | | | 2 | 5.0% | 9 | 13.4% | 1 | 5.6% | 4 | 6.9% | 4 | 5.9% | 3 | 3.8% |
| | 3 | 5 | 13.2% | 3 | 7.5% | 10 | 14.9% | 3 | 16.7% | 6 | 10.3% | 6 | 8.8% | 6 | 7.6% |
| | 4 | 8 | 21.1% | 6 | 15.0% | 9 | 13.4% | 3 | 16.7% | 6 | 10.3% | 15 | 22.1% | 24 | 30.4% |
| | 5 | 13 | 34.2% | 17 | 42.5% | 20 | 29.9% | 4 | 22.2% | 13 | 22.4% | 21 | 30.9% | 18 | 22.8% |
| | 6 | 8 | 21.1% | 9 | 22.5% | 13 | 19.4% | 6 | 33.3% | 14 | 24.1% | 18 | 26.5% | 16 | 20.3% |
| | 7=EXCELLENT | 2 | 5.3% | 1 | 2.5% | 3 | 4.5% | 1 | 5.6% | 13 | 22.4% | 2 | 2.9% | 8 | 10.1% |

| Category | Item | Q1 2018 | | Q2 2018 | | Q3 2018 | | Q4 2018 | | Q1 2019 | | Q2 2019 | | Q3 2019 | | Q4 2019 | |
|------------|---------|---------|------|---------|------|---------|------|---------|------|---------|------|---------|------|---------|------|---------|------|
| | | Value | Unit | Value | Unit | Value | Unit | Value | Unit | Value | Unit | Value | Unit | Value | Unit | Value | Unit |
| | | Y1 | Y2 | Y1 | Y2 | Y1 | Y2 | Y1 | Y2 | Y1 | Y2 | Y1 | Y2 | Y1 | Y2 | Y1 | Y2 |
| Category A | Item A1 | 100 | kg | 120 | kg | 110 | kg | 130 | kg | 140 | kg | 150 | kg | 160 | kg | 170 | kg |
| | Item A2 | 200 | kg | 220 | kg | 210 | kg | 230 | kg | 240 | kg | 250 | kg | 260 | kg | 270 | kg |
| | Item A3 | 300 | kg | 320 | kg | 310 | kg | 330 | kg | 340 | kg | 350 | kg | 360 | kg | 370 | kg |
| | Item A4 | 400 | kg | 420 | kg | 410 | kg | 430 | kg | 440 | kg | 450 | kg | 460 | kg | 470 | kg |
| | Item A5 | 500 | kg | 520 | kg | 510 | kg | 530 | kg | 540 | kg | 550 | kg | 560 | kg | 570 | kg |
| | Item A6 | 600 | kg | 620 | kg | 610 | kg | 630 | kg | 640 | kg | 650 | kg | 660 | kg | 670 | kg |
| | Item A7 | 700 | kg | 720 | kg | 710 | kg | 730 | kg | 740 | kg | 750 | kg | 760 | kg | 770 | kg |
| Category B | Item B1 | 800 | kg | 820 | kg | 810 | kg | 830 | kg | 840 | kg | 850 | kg | 860 | kg | 870 | kg |
| | Item B2 | 900 | kg | 920 | kg | 910 | kg | 930 | kg | 940 | kg | 950 | kg | 960 | kg | 970 | kg |
| | Item B3 | 1000 | kg | 1020 | kg | 1010 | kg | 1030 | kg | 1040 | kg | 1050 | kg | 1060 | kg | 1070 | kg |
| | Item B4 | 1100 | kg | 1120 | kg | 1110 | kg | 1130 | kg | 1140 | kg | 1150 | kg | 1160 | kg | 1170 | kg |
| | Item B5 | 1200 | kg | 1220 | kg | 1210 | kg | 1230 | kg | 1240 | kg | 1250 | kg | 1260 | kg | 1270 | kg |
| | Item B6 | 1300 | kg | 1320 | kg | 1310 | kg | 1330 | kg | 1340 | kg | 1350 | kg | 1360 | kg | 1370 | kg |
| | Item B7 | 1400 | kg | 1420 | kg | 1410 | kg | 1430 | kg | 1440 | kg | 1450 | kg | 1460 | kg | 1470 | kg |
| TOTAL | | 10000 | kg | 10200 | kg | 10100 | kg | 10300 | kg | 10400 | kg | 10500 | kg | 10600 | kg | 10700 | kg |

Processing of Permits and Applications Arena

| | | Administrative Office | | | | | | | | | | Overall Company | |
|--|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----------------|-------|
| | | NM | | NV | | OR | | UT | | WY | | Count | Col % |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | | |
| Requiring a reasonable amount of advance notice for applications | 1=NEED MAJOR IMPROVEMENT | 8 | 12.5% | 4 | 6.5% | 6 | 6.9% | | | 2 | 2.4% | 32 | 5.1% |
| | 2 | 3 | 4.7% | 4 | 6.5% | 7 | 8.0% | | | 5 | 5.9% | 36 | 5.7% |
| | 3 | 15 | 23.4% | 11 | 17.7% | 10 | 11.5% | 3 | 20.0% | 15 | 17.6% | 94 | 15.0% |
| | 4 | 9 | 14.1% | 16 | 25.8% | 21 | 24.1% | 3 | 20.0% | 16 | 18.8% | 119 | 19.0% |
| | 5 | 11 | 17.2% | 16 | 25.8% | 30 | 34.5% | 5 | 33.3% | 24 | 28.2% | 187 | 29.8% |
| | 6 | 10 | 15.6% | 8 | 12.9% | 7 | 8.0% | 3 | 20.0% | 16 | 18.8% | 97 | 15.5% |
| | 7=EXCELLENT | 8 | 12.5% | 3 | 4.8% | 6 | 6.9% | 1 | 6.7% | 7 | 8.2% | 62 | 9.9% |
| Processing applications timely and efficiently | 1=NEED MAJOR IMPROVEMENT | 10 | 15.4% | 11 | 16.9% | 7 | 8.0% | | | 3 | 3.3% | 58 | 8.9% |
| | 2 | 6 | 9.2% | 6 | 9.2% | 9 | 10.3% | | | 8 | 8.9% | 55 | 8.5% |
| | 3 | 12 | 18.5% | 13 | 20.0% | 15 | 17.2% | 1 | 6.7% | 11 | 12.2% | 92 | 14.2% |
| | 4 | 11 | 16.9% | 6 | 9.2% | 21 | 24.1% | 4 | 26.7% | 15 | 16.7% | 113 | 17.4% |
| | 5 | 16 | 24.6% | 14 | 21.5% | 20 | 23.0% | 6 | 40.0% | 27 | 30.0% | 167 | 25.7% |
| | 6 | 8 | 12.3% | 9 | 13.8% | 10 | 11.5% | 3 | 20.0% | 13 | 14.4% | 96 | 14.8% |
| | 7=EXCELLENT | 2 | 3.1% | 6 | 9.2% | 5 | 5.7% | 1 | 6.7% | 13 | 14.4% | 69 | 10.6% |
| Charging fair rates and fees | 1=NEED MAJOR IMPROVEMENT | 8 | 12.1% | 9 | 15.5% | 19 | 18.6% | 2 | 11.1% | 7 | 7.4% | 76 | 11.0% |
| | 2 | 3 | 4.5% | 6 | 10.3% | 5 | 4.9% | 2 | 11.1% | 9 | 9.6% | 48 | 7.0% |
| | 3 | 9 | 13.6% | 5 | 8.6% | 15 | 14.7% | 1 | 5.6% | 6 | 6.4% | 65 | 9.4% |
| | 4 | 7 | 10.6% | 4 | 6.9% | 12 | 11.8% | 3 | 16.7% | 10 | 10.6% | 89 | 12.9% |
| | 5 | 17 | 25.8% | 14 | 24.1% | 20 | 19.6% | 6 | 33.3% | 27 | 28.7% | 141 | 20.5% |
| | 6 | 15 | 22.7% | 12 | 20.7% | 20 | 19.6% | 2 | 11.1% | 14 | 14.9% | 139 | 20.2% |
| | 7=EXCELLENT | 7 | 10.6% | 8 | 13.8% | 11 | 10.8% | 2 | 11.1% | 21 | 22.3% | 131 | 19.0% |
| Making fair decisions that are technically and legally sound | 1=NEED MAJOR IMPROVEMENT | 15 | 20.5% | 12 | 16.7% | 20 | 17.1% | 1 | 5.0% | 7 | 6.9% | 91 | 11.8% |
| | 2 | 5 | 6.8% | 7 | 9.7% | 19 | 16.2% | 3 | 15.0% | 19 | 18.6% | 87 | 11.3% |
| | 3 | 15 | 20.5% | 8 | 11.1% | 20 | 17.1% | | | 16 | 15.7% | 98 | 12.7% |
| | 4 | 14 | 19.2% | 11 | 15.3% | 13 | 11.1% | 6 | 30.0% | 20 | 19.6% | 123 | 16.0% |
| | 5 | 13 | 17.8% | 17 | 23.6% | 22 | 18.8% | 5 | 25.0% | 24 | 23.5% | 177 | 23.0% |
| | 6 | 7 | 9.6% | 8 | 11.1% | 13 | 11.1% | 4 | 20.0% | 12 | 11.8% | 125 | 16.3% |
| | 7=EXCELLENT | 4 | 5.5% | 9 | 12.5% | 10 | 8.5% | 1 | 5.0% | 4 | 3.9% | 68 | 8.8% |
| Responding consistently to requests and problems | 1=NEED MAJOR IMPROVEMENT | 9 | 12.3% | 11 | 15.5% | 9 | 7.2% | | | 4 | 3.9% | 57 | 7.2% |
| | 2 | 5 | 6.8% | 4 | 5.6% | 11 | 8.8% | 3 | 15.0% | 8 | 7.8% | 58 | 7.3% |
| | 3 | 11 | 15.1% | 9 | 12.7% | 22 | 17.6% | 4 | 20.0% | 15 | 14.7% | 114 | 14.3% |
| | 4 | 14 | 19.2% | 14 | 19.7% | 19 | 15.2% | 5 | 25.0% | 18 | 17.6% | 129 | 16.2% |
| | 5 | 17 | 23.3% | 14 | 19.7% | 30 | 24.0% | 3 | 15.0% | 37 | 36.3% | 198 | 24.8% |
| | 6 | 11 | 15.1% | 14 | 19.7% | 27 | 21.6% | 3 | 15.0% | 13 | 12.7% | 153 | 19.2% |
| | 7=EXCELLENT | 6 | 8.2% | 5 | 7.0% | 7 | 5.6% | 2 | 10.0% | 7 | 6.9% | 88 | 11.0% |

Processing of Permits and Applications Arena

| | | Administrative Office | | | | | | | | | | Overall Company | |
|---|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----------------|-------|
| | | NM | | NV | | OR | | UT | | WY | | Count | Col % |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | | |
| Informing you of issues pertaining to permits being processed | 1=NEED MAJOR IMPROVEMENT | 7 | 10.4% | 6 | 8.8% | 11 | 10.9% | | | 6 | 6.3% | 44 | 6.3% |
| | 2 | 4 | 6.0% | 4 | 5.9% | 13 | 12.9% | 2 | 12.5% | 5 | 5.3% | 52 | 7.5% |
| | 3 | 15 | 22.4% | 8 | 11.8% | 12 | 11.9% | 3 | 18.8% | 5 | 5.3% | 78 | 11.2% |
| | 4 | 8 | 11.9% | 11 | 16.2% | 12 | 11.9% | 2 | 12.5% | 15 | 15.8% | 90 | 12.9% |
| | 5 | 11 | 16.4% | 16 | 23.5% | 28 | 27.7% | 4 | 25.0% | 27 | 28.4% | 186 | 26.7% |
| | 6 | 17 | 25.4% | 11 | 16.2% | 19 | 18.8% | 3 | 18.8% | 23 | 24.2% | 158 | 22.7% |
| | 7=EXCELLENT | 5 | 7.5% | 12 | 17.6% | 6 | 5.9% | 2 | 12.5% | 14 | 14.7% | 89 | 12.8% |
| Processing of Permits and Applications | 1=NEED MAJOR IMPROVEMENT | 9 | 13.2% | 4 | 6.0% | 11 | 10.6% | | | 2 | 2.0% | 41 | 5.7% |
| | 2 | 6 | 8.8% | 7 | 10.4% | 11 | 10.6% | 1 | 5.0% | 9 | 9.2% | 57 | 7.9% |
| | 3 | 13 | 19.1% | 9 | 13.4% | 16 | 15.4% | 2 | 10.0% | 13 | 13.3% | 92 | 12.7% |
| | 4 | 11 | 16.2% | 12 | 17.9% | 19 | 18.3% | 7 | 35.0% | 21 | 21.4% | 141 | 19.4% |
| | 5 | 21 | 30.9% | 20 | 29.9% | 23 | 22.1% | 7 | 35.0% | 31 | 31.6% | 208 | 28.7% |
| | 6 | 7 | 10.3% | 10 | 14.9% | 19 | 18.3% | 2 | 10.0% | 19 | 19.4% | 141 | 19.4% |
| | 7=EXCELLENT | 1 | 1.5% | 5 | 7.5% | 5 | 4.8% | 1 | 5.0% | 3 | 3.1% | 45 | 6.2% |

Stakeholders and Partners

Communicating with the Public Arena

| | | Administrative Office | | | | | | | | | | | | | |
|---|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | AK | | AZ | | CA | | CO | | ES | | ID | | MT | |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % |
| Providing collaborative decision making among user groups | 1=NEED MAJOR IMPROVEMENT | 2 | 4.8% | 3 | 6.8% | 8 | 10.5% | 1 | 5.6% | 1 | 2.4% | 5 | 6.2% | 4 | 4.5% |
| | 2 | 1 | 2.4% | 4 | 9.1% | 6 | 7.9% | | | 3 | 7.3% | 4 | 4.9% | 3 | 3.4% |
| | 3 | 6 | 14.3% | 5 | 11.4% | 7 | 9.2% | 2 | 11.1% | 2 | 4.9% | 10 | 12.3% | 18 | 20.5% |
| | 4 | 7 | 16.7% | 8 | 18.2% | 12 | 15.8% | 2 | 11.1% | 9 | 22.0% | 15 | 18.5% | 21 | 23.9% |
| | 5 | 12 | 28.6% | 9 | 20.5% | 26 | 34.2% | 7 | 38.9% | 18 | 43.9% | 26 | 32.1% | 24 | 27.3% |
| | 6 | 8 | 19.0% | 14 | 31.8% | 10 | 13.2% | 3 | 16.7% | 6 | 14.6% | 14 | 17.3% | 13 | 14.8% |
| | 7=EXCELLENT | 6 | 14.3% | 1 | 2.3% | 7 | 9.2% | 3 | 16.7% | 2 | 4.9% | 7 | 8.6% | 5 | 5.7% |
| Targeting information to its audience | 1=NEED MAJOR IMPROVEMENT | 2 | 4.9% | | | 5 | 6.6% | | | 2 | 3.3% | 5 | 6.3% | 2 | 2.2% |
| | 2 | | | 2 | 4.5% | 2 | 2.6% | 2 | 10.5% | 5 | 8.3% | 2 | 2.5% | 6 | 6.5% |
| | 3 | 5 | 12.2% | 7 | 15.9% | 8 | 10.5% | 1 | 5.3% | | | 15 | 19.0% | 16 | 17.4% |
| | 4 | 6 | 14.6% | 9 | 20.5% | 19 | 25.0% | 3 | 15.8% | 14 | 23.3% | 18 | 22.8% | 21 | 22.8% |
| | 5 | 17 | 41.5% | 8 | 18.2% | 19 | 25.0% | 7 | 36.8% | 18 | 30.0% | 19 | 24.1% | 29 | 31.5% |
| | 6 | 7 | 17.1% | 18 | 40.9% | 13 | 17.1% | 5 | 26.3% | 15 | 25.0% | 9 | 11.4% | 15 | 16.3% |
| | 7=EXCELLENT | 4 | 9.8% | | | 10 | 13.2% | 1 | 5.3% | 6 | 10.0% | 11 | 13.9% | 3 | 3.3% |
| Distributing brochures, maps, and other educational materials | 1=NEED MAJOR IMPROVEMENT | 1 | 2.4% | 1 | 2.2% | | | | | 1 | 1.5% | 4 | 4.9% | 2 | 2.0% |
| | 2 | 1 | 2.4% | 1 | 2.2% | 3 | 4.0% | 1 | 5.0% | 3 | 4.5% | 3 | 3.7% | 2 | 2.0% |
| | 3 | 5 | 12.2% | 4 | 8.9% | 5 | 6.7% | 3 | 15.0% | 3 | 4.5% | 10 | 12.3% | 8 | 8.2% |
| | 4 | 6 | 14.6% | 5 | 11.1% | 11 | 14.7% | | | 5 | 7.5% | 12 | 14.8% | 10 | 10.2% |
| | 5 | 8 | 19.5% | 17 | 37.8% | 18 | 24.0% | 7 | 35.0% | 20 | 29.9% | 20 | 24.7% | 30 | 30.6% |
| | 6 | 13 | 31.7% | 11 | 24.4% | 23 | 30.7% | 6 | 30.0% | 15 | 22.4% | 26 | 32.1% | 29 | 29.6% |
| | 7=EXCELLENT | 7 | 17.1% | 6 | 13.3% | 15 | 20.0% | 3 | 15.0% | 20 | 29.9% | 6 | 7.4% | 17 | 17.3% |
| Educating the public about how to use the land | 1=NEED MAJOR IMPROVEMENT | 2 | 4.9% | 3 | 6.7% | 4 | 5.3% | | | 3 | 5.5% | 6 | 7.4% | 2 | 2.1% |
| | 2 | 1 | 2.4% | 3 | 6.7% | 7 | 9.3% | 1 | 5.6% | 4 | 7.3% | 10 | 12.3% | 13 | 13.4% |
| | 3 | 7 | 17.1% | 8 | 17.8% | 19 | 25.3% | 3 | 16.7% | 6 | 10.9% | 11 | 13.6% | 13 | 13.4% |
| | 4 | 11 | 26.8% | 13 | 28.9% | 13 | 17.3% | 6 | 33.3% | 5 | 9.1% | 19 | 23.5% | 21 | 21.6% |
| | 5 | 9 | 22.0% | 11 | 24.4% | 14 | 18.7% | 4 | 22.2% | 20 | 36.4% | 21 | 25.9% | 29 | 29.9% |
| | 6 | 8 | 19.5% | 6 | 13.3% | 9 | 12.0% | 3 | 16.7% | 13 | 23.6% | 12 | 14.8% | 12 | 12.4% |
| | 7=EXCELLENT | 3 | 7.3% | 1 | 2.2% | 9 | 12.0% | 1 | 5.6% | 4 | 7.3% | 2 | 2.5% | 7 | 7.2% |
| Informing the public about land management issues and decisions | 1=NEED MAJOR IMPROVEMENT | 1 | 2.3% | 3 | 6.8% | 7 | 9.1% | 1 | 5.6% | 1 | 1.8% | 7 | 8.5% | 1 | 1.1% |
| | 2 | 2 | 4.5% | 3 | 6.8% | 9 | 11.7% | | | 3 | 5.3% | 6 | 7.3% | 6 | 6.4% |
| | 3 | 8 | 18.2% | 9 | 20.5% | 10 | 13.0% | 1 | 5.6% | 3 | 5.3% | 12 | 14.6% | 17 | 18.1% |
| | 4 | 10 | 22.7% | 5 | 11.4% | 14 | 18.2% | 2 | 11.1% | 9 | 15.8% | 14 | 17.1% | 31 | 33.0% |
| | 5 | 11 | 25.0% | 14 | 31.8% | 18 | 23.4% | 12 | 66.7% | 25 | 43.9% | 28 | 34.1% | 23 | 24.5% |
| | 6 | 9 | 20.5% | 9 | 20.5% | 10 | 13.0% | 1 | 5.6% | 10 | 17.5% | 12 | 14.6% | 13 | 13.8% |
| | 7=EXCELLENT | 3 | 6.8% | 1 | 2.3% | 9 | 11.7% | 1 | 5.6% | 6 | 10.5% | 3 | 3.7% | 3 | 3.2% |

Communicating with the Public Arena

| | | Administrative Office | | | | | | | | | | | | | |
|--|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | AK | | AZ | | CA | | CO | | ES | | ID | | MT | |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % |
| Maintaining office hours and locations that are accessible to public needs | 1=NEED MAJOR IMPROVEMENT | 3 | 6.7% | 1 | 2.4% | 2 | 2.7% | | | 1 | 1.6% | 2 | 2.4% | 2 | 2.2% |
| | 2 | 1 | 2.2% | 2 | 4.8% | 2 | 2.7% | | | 3 | 4.9% | 3 | 3.5% | 6 | 6.5% |
| | 3 | | | 3 | 7.1% | 4 | 5.4% | 3 | 17.6% | 3 | 4.9% | 9 | 10.6% | 7 | 7.6% |
| | 4 | 7 | 15.6% | 2 | 4.8% | 11 | 14.9% | 2 | 11.8% | 8 | 13.1% | 16 | 18.8% | 14 | 15.2% |
| | 5 | 11 | 24.4% | 10 | 23.8% | 18 | 24.3% | 5 | 29.4% | 14 | 23.0% | 25 | 29.4% | 21 | 22.8% |
| | 6 | 13 | 28.9% | 18 | 42.9% | 16 | 21.6% | 4 | 23.5% | 19 | 31.1% | 21 | 24.7% | 32 | 34.8% |
| | 7=EXCELLENT | 10 | 22.2% | 6 | 14.3% | 21 | 28.4% | 3 | 17.6% | 13 | 21.3% | 9 | 10.6% | 10 | 10.9% |
| Maintaining and allowing access to public records | 1=NEED MAJOR IMPROVEMENT | 2 | 5.3% | 1 | 3.0% | 4 | 7.3% | 1 | 8.3% | 2 | 2.9% | 2 | 3.3% | 2 | 3.7% |
| | 2 | | | 3 | 9.1% | 1 | 1.8% | | | 3 | 4.3% | 2 | 3.3% | 4 | 7.4% |
| | 3 | 4 | 10.5% | 3 | 9.1% | 6 | 10.9% | 1 | 8.3% | 5 | 7.2% | 8 | 13.3% | 4 | 7.4% |
| | 4 | 3 | 7.9% | 4 | 12.1% | 6 | 10.9% | | | 6 | 8.7% | 7 | 11.7% | 14 | 25.9% |
| | 5 | 3 | 7.9% | 9 | 27.3% | 16 | 29.1% | 4 | 33.3% | 11 | 15.9% | 19 | 31.7% | 14 | 25.9% |
| | 6 | 17 | 44.7% | 7 | 21.2% | 14 | 25.5% | 5 | 41.7% | 15 | 21.7% | 18 | 30.0% | 13 | 24.1% |
| | 7=EXCELLENT | 9 | 23.7% | 6 | 18.2% | 8 | 14.5% | 1 | 8.3% | 27 | 39.1% | 4 | 6.7% | 3 | 5.6% |
| Promoting BLM, its employees, and its mission to the public | 1=NEED MAJOR IMPROVEMENT | | | 1 | 2.3% | 3 | 4.1% | | | 1 | 1.8% | 7 | 8.9% | 5 | 5.6% |
| | 2 | 5 | 11.6% | 6 | 14.0% | 9 | 12.2% | 2 | 10.0% | 1 | 1.8% | 3 | 3.8% | 7 | 7.9% |
| | 3 | 11 | 25.6% | 5 | 11.6% | 7 | 9.5% | 2 | 10.0% | 6 | 10.9% | 14 | 17.7% | 14 | 15.7% |
| | 4 | 7 | 16.3% | 10 | 23.3% | 20 | 27.0% | 2 | 10.0% | 10 | 18.2% | 13 | 16.5% | 23 | 25.8% |
| | 5 | 11 | 25.6% | 8 | 18.6% | 14 | 18.9% | 10 | 50.0% | 22 | 40.0% | 23 | 29.1% | 25 | 28.1% |
| | 6 | 6 | 14.0% | 9 | 20.9% | 11 | 14.9% | 3 | 15.0% | 7 | 12.7% | 15 | 19.0% | 12 | 13.5% |
| | 7=EXCELLENT | 3 | 7.0% | 4 | 9.3% | 10 | 13.5% | 1 | 5.0% | 8 | 14.5% | 4 | 5.1% | 3 | 3.4% |
| Creating informative educational materials | 1=NEED MAJOR IMPROVEMENT | 1 | 2.6% | 2 | 4.9% | 1 | 1.4% | | | | | 6 | 7.5% | 2 | 2.2% |
| | 2 | 3 | 7.7% | 2 | 4.9% | 6 | 8.3% | 1 | 5.6% | | | 3 | 3.8% | 5 | 5.6% |
| | 3 | 3 | 7.7% | 3 | 7.3% | 7 | 9.7% | 3 | 16.7% | 7 | 11.9% | 16 | 20.0% | 9 | 10.1% |
| | 4 | 11 | 28.2% | 11 | 26.8% | 19 | 26.4% | 1 | 5.6% | 12 | 20.3% | 8 | 10.0% | 19 | 21.3% |
| | 5 | 11 | 28.2% | 8 | 19.5% | 16 | 22.2% | 8 | 44.4% | 16 | 27.1% | 28 | 35.0% | 25 | 28.1% |
| | 6 | 8 | 20.5% | 14 | 34.1% | 15 | 20.8% | 5 | 27.8% | 15 | 25.4% | 16 | 20.0% | 21 | 23.6% |
| | 7=EXCELLENT | 2 | 5.1% | 1 | 2.4% | 8 | 11.1% | | | 9 | 15.3% | 3 | 3.8% | 8 | 9.0% |
| Providing public information | 1=NEED MAJOR IMPROVEMENT | | | 1 | 2.2% | 5 | 6.3% | | | | | 5 | 6.3% | 1 | 1.0% |
| | 2 | 2 | 4.7% | 2 | 4.4% | 3 | 3.8% | 1 | 5.6% | 1 | 1.5% | 4 | 5.1% | 6 | 6.3% |
| | 3 | 4 | 9.3% | 6 | 13.3% | 7 | 8.9% | | | 5 | 7.5% | 8 | 10.1% | 8 | 8.3% |
| | 4 | 6 | 14.0% | 6 | 13.3% | 25 | 31.6% | 3 | 16.7% | 12 | 17.9% | 14 | 17.7% | 19 | 19.8% |
| | 5 | 16 | 37.2% | 15 | 33.3% | 14 | 17.7% | 8 | 44.4% | 24 | 35.8% | 31 | 39.2% | 32 | 33.3% |
| | 6 | 13 | 30.2% | 12 | 26.7% | 16 | 20.3% | 4 | 22.2% | 13 | 19.4% | 12 | 15.2% | 23 | 24.0% |
| | 7=EXCELLENT | 2 | 4.7% | 3 | 6.7% | 9 | 11.4% | 2 | 11.1% | 12 | 17.9% | 5 | 6.3% | 7 | 7.3% |

Communicating with the Public Arena

| | | Administrative Office | | | | | | | | | | | | | |
|-------------------------------|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | AK | | AZ | | CA | | CO | | ES | | ID | | MT | |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % |
| Communicating with the Public | 1=NEED MAJOR IMPROVEMENT | 1 | 2.1% | 1 | 2.2% | 4 | 5.0% | 1 | 5.3% | | | 5 | 5.8% | | |
| | 2 | 3 | 6.4% | 3 | 6.7% | 5 | 6.3% | | | 2 | 2.8% | 6 | 7.0% | 5 | 5.1% |
| | 3 | 8 | 17.0% | 6 | 13.3% | 13 | 16.3% | 1 | 5.3% | 7 | 9.7% | 9 | 10.5% | 14 | 14.3% |
| | 4 | 5 | 10.6% | 7 | 15.6% | 20 | 25.0% | 4 | 21.1% | 9 | 12.5% | 18 | 20.9% | 20 | 20.4% |
| | 5 | 18 | 38.3% | 13 | 28.9% | 17 | 21.3% | 7 | 36.8% | 27 | 37.5% | 31 | 36.0% | 39 | 39.8% |
| | 6 | 10 | 21.3% | 15 | 33.3% | 17 | 21.3% | 6 | 31.6% | 15 | 20.8% | 16 | 18.6% | 13 | 13.3% |
| | 7=EXCELLENT | 2 | 4.3% | | | 4 | 5.0% | | | 12 | 16.7% | 1 | 1.2% | 7 | 7.1% |

Communicating with the Public Arena

| | | Administrative Office | | | | | | | | | | Overall Company | |
|---|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----------------|-------|
| | | NM | | NV | | OR | | UT | | WY | | Count | Col % |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | | |
| Providing collaborative decision making among user groups | 1=NEED MAJOR IMPROVEMENT | 6 | 8.3% | 9 | 12.9% | 20 | 14.9% | 2 | 9.1% | 9 | 8.0% | 70 | 8.7% |
| | 2 | 11 | 15.3% | 10 | 14.3% | 13 | 9.7% | 1 | 4.5% | 13 | 11.5% | 69 | 8.6% |
| | 3 | 13 | 18.1% | 10 | 14.3% | 25 | 18.7% | 3 | 13.6% | 15 | 13.3% | 116 | 14.5% |
| | 4 | 10 | 13.9% | 9 | 12.9% | 18 | 13.4% | 5 | 22.7% | 24 | 21.2% | 140 | 17.5% |
| | 5 | 16 | 22.2% | 15 | 21.4% | 30 | 22.4% | 6 | 27.3% | 30 | 26.5% | 219 | 27.3% |
| | 6 | 14 | 19.4% | 15 | 21.4% | 19 | 14.2% | 4 | 18.2% | 14 | 12.4% | 134 | 16.7% |
| | 7=EXCELLENT | 2 | 2.8% | 2 | 2.9% | 9 | 6.7% | 1 | 4.5% | 8 | 7.1% | 53 | 6.6% |
| Targeting information to its audience | 1=NEED MAJOR IMPROVEMENT | 6 | 7.9% | 9 | 12.7% | 11 | 8.2% | 2 | 8.7% | 6 | 5.6% | 50 | 6.1% |
| | 2 | 4 | 5.3% | 7 | 9.9% | 14 | 10.4% | 3 | 13.0% | 4 | 3.7% | 51 | 6.2% |
| | 3 | 15 | 19.7% | 11 | 15.5% | 21 | 15.7% | 1 | 4.3% | 18 | 16.7% | 118 | 14.3% |
| | 4 | 16 | 21.1% | 11 | 15.5% | 26 | 19.4% | 8 | 34.8% | 24 | 22.2% | 175 | 21.3% |
| | 5 | 19 | 25.0% | 17 | 23.9% | 43 | 32.1% | 5 | 21.7% | 32 | 29.6% | 233 | 28.3% |
| | 6 | 10 | 13.2% | 14 | 19.7% | 12 | 9.0% | 3 | 13.0% | 18 | 16.7% | 139 | 16.9% |
| | 7=EXCELLENT | 6 | 7.9% | 2 | 2.8% | 7 | 5.2% | 1 | 4.3% | 6 | 5.6% | 57 | 6.9% |
| Distributing brochures, maps, and other educational materials | 1=NEED MAJOR IMPROVEMENT | 6 | 7.6% | 3 | 4.2% | 5 | 3.8% | | | 3 | 2.7% | 26 | 3.1% |
| | 2 | 4 | 5.1% | 5 | 7.0% | 12 | 9.0% | 2 | 8.7% | 4 | 3.6% | 41 | 4.9% |
| | 3 | 10 | 12.7% | 8 | 11.3% | 14 | 10.5% | 1 | 4.3% | 9 | 8.2% | 80 | 9.5% |
| | 4 | 16 | 20.3% | 11 | 15.5% | 23 | 17.3% | 6 | 26.1% | 18 | 16.4% | 123 | 14.6% |
| | 5 | 13 | 16.5% | 17 | 23.9% | 33 | 24.8% | 4 | 17.4% | 24 | 21.8% | 211 | 25.0% |
| | 6 | 18 | 22.8% | 17 | 23.9% | 33 | 24.8% | 6 | 26.1% | 37 | 33.6% | 234 | 27.8% |
| | 7=EXCELLENT | 12 | 15.2% | 10 | 14.1% | 13 | 9.8% | 4 | 17.4% | 15 | 13.6% | 128 | 15.2% |
| Educating the public about how to use the land | 1=NEED MAJOR IMPROVEMENT | 7 | 9.1% | 7 | 10.1% | 14 | 10.4% | 3 | 13.6% | 7 | 6.3% | 58 | 7.0% |
| | 2 | 9 | 11.7% | 12 | 17.4% | 18 | 13.4% | 1 | 4.5% | 10 | 9.0% | 89 | 10.8% |
| | 3 | 15 | 19.5% | 8 | 11.6% | 22 | 16.4% | 2 | 9.1% | 22 | 19.8% | 136 | 16.5% |
| | 4 | 17 | 22.1% | 11 | 15.9% | 33 | 24.6% | 6 | 27.3% | 23 | 20.7% | 178 | 21.6% |
| | 5 | 16 | 20.8% | 14 | 20.3% | 34 | 25.4% | 6 | 27.3% | 25 | 22.5% | 203 | 24.6% |
| | 6 | 10 | 13.0% | 16 | 23.2% | 9 | 6.7% | 2 | 9.1% | 19 | 17.1% | 119 | 14.4% |
| | 7=EXCELLENT | 3 | 3.9% | 1 | 1.4% | 4 | 3.0% | 2 | 9.1% | 5 | 4.5% | 42 | 5.1% |
| Informing the public about land management issues and decisions | 1=NEED MAJOR IMPROVEMENT | 8 | 10.4% | 7 | 9.7% | 13 | 9.5% | 3 | 13.0% | 7 | 6.1% | 59 | 7.0% |
| | 2 | 11 | 14.3% | 11 | 15.3% | 16 | 11.7% | 2 | 8.7% | 14 | 12.3% | 83 | 9.9% |
| | 3 | 14 | 18.2% | 13 | 18.1% | 30 | 21.9% | 2 | 8.7% | 15 | 13.2% | 134 | 16.0% |
| | 4 | 16 | 20.8% | 10 | 13.9% | 30 | 21.9% | 5 | 21.7% | 25 | 21.9% | 171 | 20.4% |
| | 5 | 15 | 19.5% | 18 | 25.0% | 29 | 21.2% | 9 | 39.1% | 29 | 25.4% | 231 | 27.5% |
| | 6 | 11 | 14.3% | 10 | 13.9% | 13 | 9.5% | 1 | 4.3% | 21 | 18.4% | 120 | 14.3% |
| | 7=EXCELLENT | 2 | 2.6% | 3 | 4.2% | 6 | 4.4% | 1 | 4.3% | 3 | 2.6% | 41 | 4.9% |

| Category | Sub-category | Item | 1996 | | 1997 | | 1998 | | 1999 | | 2000 | | 2001 | |
|----------|--------------|--------|-------|----|-------|----|-------|----|-------|----|-------|----|-------|----|
| | | | Q1 | Q2 | Q1 | Q2 | Q1 | Q2 | Q1 | Q2 | Q1 | Q2 | Q1 | Q2 |
| | | | Total | | Total | | Total | | Total | | Total | | Total | |
| Group A | Sub A | Item 1 | 10 | 12 | 11 | 13 | 12 | 14 | 13 | 15 | 14 | 16 | 15 | 17 |
| | | Item 2 | 15 | 18 | 16 | 19 | 17 | 20 | 18 | 21 | 20 | 22 | 21 | 23 |
| | | Item 3 | 20 | 22 | 21 | 23 | 22 | 24 | 23 | 25 | 24 | 26 | 25 | 27 |
| | | Item 4 | 25 | 28 | 26 | 29 | 27 | 30 | 28 | 31 | 30 | 32 | 31 | 33 |
| | | Item 5 | 30 | 32 | 31 | 33 | 32 | 34 | 33 | 35 | 34 | 36 | 35 | 37 |
| | | Item 6 | 35 | 38 | 36 | 39 | 37 | 40 | 38 | 41 | 40 | 42 | 41 | 43 |
| | | Item 7 | 40 | 42 | 41 | 43 | 42 | 44 | 43 | 45 | 44 | 46 | 45 | 47 |
| Group B | Sub B | Item 1 | 12 | 14 | 13 | 15 | 14 | 16 | 15 | 17 | 16 | 18 | 17 | 19 |
| | | Item 2 | 18 | 20 | 19 | 21 | 20 | 22 | 21 | 23 | 22 | 24 | 23 | 25 |
| | | Item 3 | 22 | 24 | 23 | 25 | 24 | 26 | 25 | 27 | 26 | 28 | 27 | 29 |
| | | Item 4 | 28 | 30 | 29 | 31 | 30 | 32 | 31 | 33 | 32 | 34 | 33 | 35 |
| | | Item 5 | 32 | 34 | 33 | 35 | 34 | 36 | 35 | 37 | 36 | 38 | 37 | 39 |
| | | Item 6 | 38 | 40 | 39 | 41 | 40 | 42 | 41 | 43 | 42 | 44 | 43 | 45 |
| | | Item 7 | 42 | 44 | 43 | 45 | 44 | 46 | 45 | 47 | 46 | 48 | 47 | 49 |
| Group C | Sub C | Item 1 | 14 | 16 | 15 | 17 | 16 | 18 | 17 | 19 | 18 | 20 | 19 | 21 |
| | | Item 2 | 20 | 22 | 21 | 23 | 22 | 24 | 23 | 25 | 24 | 26 | 25 | 27 |
| | | Item 3 | 24 | 26 | 25 | 27 | 26 | 28 | 27 | 29 | 28 | 30 | 29 | 31 |
| | | Item 4 | 30 | 32 | 31 | 33 | 32 | 34 | 33 | 35 | 34 | 36 | 35 | 37 |
| | | Item 5 | 34 | 36 | 35 | 37 | 36 | 38 | 37 | 39 | 38 | 40 | 39 | 41 |
| | | Item 6 | 40 | 42 | 41 | 43 | 42 | 44 | 43 | 45 | 44 | 46 | 45 | 47 |
| | | Item 7 | 44 | 46 | 45 | 47 | 46 | 48 | 47 | 49 | 48 | 50 | 49 | 51 |
| Group D | Sub D | Item 1 | 16 | 18 | 17 | 19 | 18 | 20 | 19 | 21 | 20 | 22 | 21 | 23 |
| | | Item 2 | 22 | 24 | 23 | 25 | 24 | 26 | 25 | 27 | 26 | 28 | 27 | 29 |
| | | Item 3 | 26 | 28 | 27 | 29 | 28 | 30 | 29 | 31 | 30 | 32 | 31 | 33 |
| | | Item 4 | 32 | 34 | 33 | 35 | 34 | 36 | 35 | 37 | 36 | 38 | 37 | 39 |
| | | Item 5 | 36 | 38 | 37 | 39 | 38 | 40 | 39 | 41 | 40 | 42 | 41 | 43 |
| | | Item 6 | 42 | 44 | 43 | 45 | 44 | 46 | 45 | 47 | 46 | 48 | 47 | 49 |
| | | Item 7 | 46 | 48 | 47 | 49 | 48 | 50 | 49 | 51 | 50 | 52 | 51 | 53 |
| Group E | Sub E | Item 1 | 18 | 20 | 19 | 21 | 20 | 22 | 21 | 23 | 22 | 24 | 23 | 25 |
| | | Item 2 | 24 | 26 | 25 | 27 | 26 | 28 | 27 | 29 | 28 | 30 | 29 | 31 |
| | | Item 3 | 28 | 30 | 29 | 31 | 30 | 32 | 31 | 33 | 32 | 34 | 33 | 35 |
| | | Item 4 | 34 | 36 | 35 | 37 | 36 | 38 | 37 | 39 | 38 | 40 | 39 | 41 |
| | | Item 5 | 38 | 40 | 39 | 41 | 40 | 42 | 41 | 43 | 42 | 44 | 43 | 45 |
| | | Item 6 | 44 | 46 | 45 | 47 | 46 | 48 | 47 | 49 | 48 | 50 | 49 | 51 |
| | | Item 7 | 48 | 50 | 49 | 51 | 50 | 52 | 51 | 53 | 52 | 54 | 53 | 55 |
| Total | | | 100 | | 100 | | 100 | | 100 | | 100 | | 100 | |

Communicating with the Public Arena

| | | Administrative Office | | | | | | | | | | Overall Company | |
|--|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----------------|-------|
| | | NM | | NV | | OR | | UT | | WY | | Count | Col % |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | | |
| Maintaining office hours and locations that are accessible to public needs | 1=NEED MAJOR IMPROVEMENT | 7 | 9.2% | 3 | 4.3% | 4 | 3.0% | | | 1 | .9% | 26 | 3.1% |
| | 2 | 1 | 1.3% | | | 8 | 5.9% | | | 5 | 4.5% | 31 | 3.7% |
| | 3 | 7 | 9.2% | 9 | 13.0% | 16 | 11.9% | 1 | 4.5% | 4 | 3.6% | 66 | 8.0% |
| | 4 | 12 | 15.8% | 5 | 7.2% | 20 | 14.8% | 6 | 27.3% | 18 | 16.2% | 121 | 14.6% |
| | 5 | 18 | 23.7% | 13 | 18.8% | 33 | 24.4% | 5 | 22.7% | 27 | 24.3% | 200 | 24.1% |
| | 6 | 19 | 25.0% | 24 | 34.8% | 37 | 27.4% | 7 | 31.8% | 41 | 36.9% | 251 | 30.3% |
| | 7=EXCELLENT | 12 | 15.8% | 15 | 21.7% | 17 | 12.6% | 3 | 13.6% | 15 | 13.5% | 134 | 16.2% |
| Maintaining and allowing access to public records | 1=NEED MAJOR IMPROVEMENT | 4 | 5.9% | 3 | 4.3% | 9 | 8.0% | | | 4 | 4.9% | 34 | 5.1% |
| | 2 | 4 | 5.9% | 1 | 1.4% | 7 | 6.2% | 1 | 7.1% | 8 | 9.8% | 34 | 5.1% |
| | 3 | 12 | 17.6% | 4 | 5.8% | 15 | 13.3% | 2 | 14.3% | 5 | 6.1% | 69 | 10.3% |
| | 4 | 10 | 14.7% | 9 | 13.0% | 20 | 17.7% | 4 | 28.6% | 14 | 17.1% | 97 | 14.5% |
| | 5 | 16 | 23.5% | 20 | 29.0% | 27 | 23.9% | 4 | 28.6% | 26 | 31.7% | 169 | 25.3% |
| | 6 | 12 | 17.6% | 17 | 24.6% | 23 | 20.4% | 2 | 14.3% | 18 | 22.0% | 161 | 24.1% |
| | 7=EXCELLENT | 10 | 14.7% | 15 | 21.7% | 12 | 10.6% | 1 | 7.1% | 7 | 8.5% | 103 | 15.4% |
| Promoting BLM, its employees, and its mission to the public | 1=NEED MAJOR IMPROVEMENT | 8 | 10.5% | 6 | 8.6% | 8 | 6.1% | 1 | 4.3% | 3 | 2.9% | 43 | 5.3% |
| | 2 | 4 | 5.3% | 4 | 5.7% | 14 | 10.6% | 1 | 4.3% | 10 | 9.5% | 66 | 8.2% |
| | 3 | 15 | 19.7% | 7 | 10.0% | 33 | 25.0% | 4 | 17.4% | 21 | 20.0% | 139 | 17.2% |
| | 4 | 11 | 14.5% | 17 | 24.3% | 27 | 20.5% | 6 | 26.1% | 27 | 25.7% | 173 | 21.4% |
| | 5 | 25 | 32.9% | 21 | 30.0% | 28 | 21.2% | 8 | 34.8% | 27 | 25.7% | 222 | 27.4% |
| | 6 | 11 | 14.5% | 10 | 14.3% | 17 | 12.9% | 3 | 13.0% | 14 | 13.3% | 118 | 14.6% |
| | 7=EXCELLENT | 2 | 2.6% | 5 | 7.1% | 5 | 3.8% | | | 3 | 2.9% | 48 | 5.9% |
| Creating informative educational materials | 1=NEED MAJOR IMPROVEMENT | 5 | 6.9% | 2 | 2.9% | 8 | 6.2% | 2 | 9.1% | 2 | 1.9% | 31 | 3.9% |
| | 2 | 3 | 4.2% | 4 | 5.7% | 14 | 10.9% | 1 | 4.5% | 5 | 4.8% | 47 | 5.9% |
| | 3 | 10 | 13.9% | 8 | 11.4% | 19 | 14.7% | 1 | 4.5% | 17 | 16.2% | 103 | 12.9% |
| | 4 | 19 | 26.4% | 20 | 28.6% | 30 | 23.3% | 7 | 31.8% | 18 | 17.1% | 175 | 22.0% |
| | 5 | 16 | 22.2% | 17 | 24.3% | 34 | 26.4% | 6 | 27.3% | 32 | 30.5% | 217 | 27.3% |
| | 6 | 16 | 22.2% | 14 | 20.0% | 16 | 12.4% | 4 | 18.2% | 23 | 21.9% | 167 | 21.0% |
| | 7=EXCELLENT | 3 | 4.2% | 5 | 7.1% | 8 | 6.2% | 1 | 4.5% | 8 | 7.6% | 56 | 7.0% |
| Providing public information | 1=NEED MAJOR IMPROVEMENT | 4 | 5.1% | 2 | 2.7% | 6 | 4.4% | 1 | 4.3% | 3 | 2.7% | 28 | 3.3% |
| | 2 | 4 | 5.1% | 3 | 4.1% | 13 | 9.5% | 2 | 8.7% | 5 | 4.4% | 46 | 5.4% |
| | 3 | 12 | 15.4% | 10 | 13.7% | 18 | 13.1% | 2 | 8.7% | 19 | 16.8% | 99 | 11.6% |
| | 4 | 17 | 21.8% | 13 | 17.8% | 29 | 21.2% | 5 | 21.7% | 23 | 20.4% | 172 | 20.2% |
| | 5 | 22 | 28.2% | 22 | 30.1% | 44 | 32.1% | 5 | 21.7% | 32 | 28.3% | 265 | 31.1% |
| | 6 | 14 | 17.9% | 18 | 24.7% | 17 | 12.4% | 8 | 34.8% | 24 | 21.2% | 174 | 20.4% |
| | 7=EXCELLENT | 5 | 6.4% | 5 | 6.8% | 10 | 7.3% | | | 7 | 6.2% | 67 | 7.9% |

Communicating with the Public Arena

| | | Administrative Office | | | | | | | | | | Overall Company | |
|-------------------------------|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----------------|-------|
| | | NM | | NV | | OR | | UT | | WY | | Count | Col % |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | | |
| Communicating with the Public | 1=NEED MAJOR IMPROVEMENT | 6 | 7.6% | 3 | 4.1% | 10 | 7.0% | 1 | 4.5% | 6 | 5.3% | 38 | 4.3% |
| | 2 | 3 | 3.8% | 4 | 5.5% | 18 | 12.7% | 1 | 4.5% | 8 | 7.0% | 58 | 6.6% |
| | 3 | 15 | 19.0% | 12 | 16.4% | 20 | 14.1% | 3 | 13.6% | 15 | 13.2% | 123 | 14.0% |
| | 4 | 18 | 22.8% | 17 | 23.3% | 34 | 23.9% | 4 | 18.2% | 23 | 20.2% | 179 | 20.4% |
| | 5 | 22 | 27.8% | 19 | 26.0% | 41 | 28.9% | 10 | 45.5% | 44 | 38.6% | 288 | 32.8% |
| | 6 | 12 | 15.2% | 17 | 23.3% | 16 | 11.3% | 3 | 13.6% | 16 | 14.0% | 156 | 17.8% |
| | 7=EXCELLENT | 3 | 3.8% | 1 | 1.4% | 3 | 2.1% | | | 2 | 1.8% | 35 | 4.0% |

Stakeholders and Partners

Resource Management Arena

| | | Administrative Office | | | | | | | | | | | |
|--|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | AK | | AZ | | CA | | CO | | ES | | ID | |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % |
| Balancing the multiple uses of public lands | 1=NEED MAJOR IMPROVEMENT | 2 | 4.8% | 7 | 15.6% | 9 | 11.5% | 1 | 5.0% | 3 | 6.5% | 5 | 6.0% |
| | 2 | 5 | 11.9% | 8 | 17.8% | 14 | 17.9% | 2 | 10.0% | 3 | 6.5% | 10 | 11.9% |
| | 3 | 4 | 9.5% | 7 | 15.6% | 15 | 19.2% | 1 | 5.0% | 7 | 15.2% | 12 | 14.3% |
| | 4 | 12 | 28.6% | 5 | 11.1% | 9 | 11.5% | 4 | 20.0% | 12 | 26.1% | 15 | 17.9% |
| | 5 | 12 | 28.6% | 9 | 20.0% | 17 | 21.8% | 9 | 45.0% | 14 | 30.4% | 26 | 31.0% |
| | 6 | 5 | 11.9% | 8 | 17.8% | 10 | 12.8% | 2 | 10.0% | 5 | 10.9% | 14 | 16.7% |
| | 7=EXCELLENT | 2 | 4.8% | 1 | 2.2% | 4 | 5.1% | 1 | 5.0% | 2 | 4.3% | 2 | 2.4% |
| Maintaining the lands in healthy condition | 1=NEED MAJOR IMPROVEMENT | 1 | 2.4% | 4 | 8.9% | 9 | 11.3% | 1 | 5.6% | 1 | 2.1% | 3 | 3.4% |
| | 2 | 2 | 4.9% | 11 | 24.4% | 10 | 12.5% | 1 | 5.6% | 1 | 2.1% | 15 | 16.9% |
| | 3 | 6 | 14.6% | 6 | 13.3% | 17 | 21.3% | 2 | 11.1% | 4 | 8.5% | 14 | 15.7% |
| | 4 | 7 | 17.1% | 7 | 15.6% | 10 | 12.5% | 7 | 38.9% | 5 | 10.6% | 16 | 18.0% |
| | 5 | 11 | 26.8% | 10 | 22.2% | 21 | 26.3% | 4 | 22.2% | 20 | 42.6% | 27 | 30.3% |
| | 6 | 11 | 26.8% | 7 | 15.6% | 7 | 8.8% | 3 | 16.7% | 13 | 27.7% | 10 | 11.2% |
| | 7=EXCELLENT | 3 | 7.3% | | | 6 | 7.5% | | | 3 | 6.4% | 4 | 4.5% |
| Allowing appropriate and reasonable access to public lands | 1=NEED MAJOR IMPROVEMENT | 3 | 6.7% | | | 10 | 12.7% | 1 | 5.0% | | | 4 | 4.5% |
| | 2 | 3 | 6.7% | 3 | 6.5% | 3 | 3.8% | | | 3 | 6.0% | 7 | 8.0% |
| | 3 | 3 | 6.7% | 7 | 15.2% | 10 | 12.7% | | | 6 | 12.0% | 4 | 4.5% |
| | 4 | 9 | 20.0% | 6 | 13.0% | 13 | 16.5% | 5 | 25.0% | 7 | 14.0% | 7 | 8.0% |
| | 5 | 12 | 26.7% | 11 | 23.9% | 14 | 17.7% | 2 | 10.0% | 18 | 36.0% | 35 | 39.8% |
| | 6 | 10 | 22.2% | 15 | 32.6% | 15 | 19.0% | 12 | 60.0% | 9 | 18.0% | 23 | 26.1% |
| | 7=EXCELLENT | 5 | 11.1% | 4 | 8.7% | 14 | 17.7% | | | 7 | 14.0% | 8 | 9.1% |
| Managing permitted operations on public lands | 1=NEED MAJOR IMPROVEMENT | 3 | 8.3% | 4 | 9.3% | 8 | 11.0% | 1 | 5.6% | 1 | 2.1% | 5 | 7.0% |
| | 2 | 3 | 8.3% | 7 | 16.3% | 10 | 13.7% | 1 | 5.6% | 1 | 2.1% | 6 | 8.5% |
| | 3 | 5 | 13.9% | 8 | 18.6% | 9 | 12.3% | 1 | 5.6% | 6 | 12.8% | 15 | 21.1% |
| | 4 | 7 | 19.4% | 6 | 14.0% | 16 | 21.9% | 4 | 22.2% | 8 | 17.0% | 13 | 18.3% |
| | 5 | 6 | 16.7% | 11 | 25.6% | 17 | 23.3% | 6 | 33.3% | 18 | 38.3% | 17 | 23.9% |
| | 6 | 9 | 25.0% | 7 | 16.3% | 8 | 11.0% | 4 | 22.2% | 9 | 19.1% | 13 | 18.3% |
| | 7=EXCELLENT | 3 | 8.3% | | | 5 | 6.8% | 1 | 5.6% | 4 | 8.5% | 2 | 2.8% |
| Providing helpful technical assistance | 1=NEED MAJOR IMPROVEMENT | 2 | 4.4% | 2 | 4.9% | 3 | 4.8% | | | 1 | 1.8% | 3 | 3.8% |
| | 2 | 4 | 8.9% | 3 | 7.3% | 4 | 6.3% | 2 | 11.1% | 5 | 9.1% | 5 | 6.4% |
| | 3 | 4 | 8.9% | 9 | 22.0% | 9 | 14.3% | | | 7 | 12.7% | 8 | 10.3% |
| | 4 | 9 | 20.0% | 5 | 12.2% | 8 | 12.7% | 1 | 5.6% | 5 | 9.1% | 19 | 24.4% |
| | 5 | 7 | 15.6% | 10 | 24.4% | 16 | 25.4% | 7 | 38.9% | 14 | 25.5% | 24 | 30.8% |
| | 6 | 15 | 33.3% | 9 | 22.0% | 17 | 27.0% | 6 | 33.3% | 16 | 29.1% | 15 | 19.2% |
| | 7=EXCELLENT | 4 | 8.9% | 3 | 7.3% | 6 | 9.5% | 2 | 11.1% | 7 | 12.7% | 4 | 5.1% |

Resource Management Arena

| | | Administrative Office | | | | | | | | | | | |
|--|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | AK | | AZ | | CA | | CO | | ES | | ID | |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % |
| Considering the effects of land management decisions on industries, communities, and individuals | 1=NEED MAJOR IMPROVEMENT | 3 | 6.8% | 4 | 8.9% | 11 | 14.5% | 1 | 5.0% | 2 | 4.0% | 8 | 9.9% |
| | 2 | 4 | 9.1% | 3 | 6.7% | 7 | 9.2% | | | 3 | 6.0% | 11 | 13.6% |
| | 3 | 6 | 13.6% | 7 | 15.6% | 10 | 13.2% | 1 | 5.0% | 9 | 18.0% | 12 | 14.8% |
| | 4 | 11 | 25.0% | 9 | 20.0% | 17 | 22.4% | 4 | 20.0% | 8 | 16.0% | 13 | 16.0% |
| | 5 | 10 | 22.7% | 12 | 26.7% | 20 | 26.3% | 9 | 45.0% | 14 | 28.0% | 17 | 21.0% |
| | 6 | 8 | 18.2% | 9 | 20.0% | 9 | 11.8% | 2 | 10.0% | 11 | 22.0% | 18 | 22.2% |
| | 7=EXCELLENT | 2 | 4.5% | 1 | 2.2% | 2 | 2.6% | 3 | 15.0% | 3 | 6.0% | 2 | 2.5% |
| Protecting historical, cultural and other significant natural resources | 1=NEED MAJOR IMPROVEMENT | 1 | 2.3% | 3 | 7.0% | 3 | 3.8% | | | 1 | 1.6% | 1 | 1.2% |
| | 2 | 2 | 4.7% | 7 | 16.3% | 5 | 6.3% | | | | | 8 | 9.5% |
| | 3 | 2 | 4.7% | 4 | 9.3% | 4 | 5.1% | 3 | 15.8% | 3 | 4.9% | 6 | 7.1% |
| | 4 | 7 | 16.3% | 5 | 11.6% | 5 | 6.3% | 3 | 15.8% | 4 | 6.6% | 15 | 17.9% |
| | 5 | 13 | 30.2% | 6 | 14.0% | 21 | 26.6% | 6 | 31.6% | 20 | 32.8% | 21 | 25.0% |
| | 6 | 13 | 30.2% | 13 | 30.2% | 22 | 27.8% | 6 | 31.6% | 20 | 32.8% | 16 | 19.0% |
| | 7=EXCELLENT | 5 | 11.6% | 5 | 11.6% | 19 | 24.1% | 1 | 5.3% | 13 | 21.3% | 17 | 20.2% |
| Resource Management | 1=NEED MAJOR IMPROVEMENT | | | 3 | 6.5% | 6 | 7.3% | 1 | 5.0% | | | 3 | 3.4% |
| | 2 | 4 | 8.7% | 4 | 8.7% | 8 | 9.8% | | | 2 | 3.2% | 6 | 6.7% |
| | 3 | 7 | 15.2% | 13 | 28.3% | 13 | 15.9% | 3 | 15.0% | 5 | 8.1% | 22 | 24.7% |
| | 4 | 7 | 15.2% | 5 | 10.9% | 17 | 20.7% | 3 | 15.0% | 13 | 21.0% | 13 | 14.6% |
| | 5 | 20 | 43.5% | 12 | 26.1% | 18 | 22.0% | 7 | 35.0% | 24 | 38.7% | 28 | 31.5% |
| | 6 | 6 | 13.0% | 9 | 19.6% | 16 | 19.5% | 5 | 25.0% | 14 | 22.6% | 14 | 15.7% |
| | 7=EXCELLENT | 2 | 4.3% | | | 4 | 4.9% | 1 | 5.0% | 4 | 6.5% | 3 | 3.4% |

Resource Management Arena

| | | Administrative Office | | | | | | | | | | | |
|--|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | MT | | NM | | NV | | OR | | UT | | WY | |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % |
| Balancing the multiple uses of public lands | 1=NEED MAJOR IMPROVEMENT | 7 | 7.6% | 9 | 11.8% | 10 | 13.7% | 36 | 27.3% | 2 | 9.1% | 10 | 8.8% |
| | 2 | 16 | 17.4% | 9 | 11.8% | 11 | 15.1% | 23 | 17.4% | 1 | 4.5% | 19 | 16.8% |
| | 3 | 11 | 12.0% | 16 | 21.1% | 11 | 15.1% | 23 | 17.4% | 4 | 18.2% | 15 | 13.3% |
| | 4 | 14 | 15.2% | 25 | 32.9% | 11 | 15.1% | 17 | 12.9% | 9 | 40.9% | 24 | 21.2% |
| | 5 | 27 | 29.3% | 7 | 9.2% | 18 | 24.7% | 21 | 15.9% | 4 | 18.2% | 27 | 23.9% |
| | 6 | 13 | 14.1% | 10 | 13.2% | 10 | 13.7% | 9 | 6.8% | 2 | 9.1% | 16 | 14.2% |
| | 7=EXCELLENT | 4 | 4.3% | | | 2 | 2.7% | 3 | 2.3% | | | 2 | 1.8% |
| Maintaining the lands in healthy condition | 1=NEED MAJOR IMPROVEMENT | 6 | 6.3% | 5 | 6.6% | 7 | 9.7% | 23 | 16.8% | 2 | 8.7% | 11 | 9.7% |
| | 2 | 11 | 11.6% | 3 | 3.9% | 7 | 9.7% | 26 | 19.0% | 1 | 4.3% | 10 | 8.8% |
| | 3 | 15 | 15.8% | 12 | 15.8% | 12 | 16.7% | 27 | 19.7% | 5 | 21.7% | 25 | 22.1% |
| | 4 | 20 | 21.1% | 22 | 28.9% | 16 | 22.2% | 20 | 14.6% | 6 | 26.1% | 17 | 15.0% |
| | 5 | 18 | 18.9% | 16 | 21.1% | 18 | 25.0% | 20 | 14.6% | 6 | 26.1% | 27 | 23.9% |
| | 6 | 17 | 17.9% | 14 | 18.4% | 11 | 15.3% | 14 | 10.2% | 2 | 8.7% | 19 | 16.8% |
| | 7=EXCELLENT | 8 | 8.4% | 4 | 5.3% | 1 | 1.4% | 7 | 5.1% | 1 | 4.3% | 4 | 3.5% |
| Allowing appropriate and reasonable access to public lands | 1=NEED MAJOR IMPROVEMENT | 4 | 4.2% | 7 | 9.1% | 10 | 13.7% | 11 | 7.9% | 1 | 4.3% | 6 | 5.2% |
| | 2 | 10 | 10.5% | 9 | 11.7% | 9 | 12.3% | 12 | 8.6% | 1 | 4.3% | 7 | 6.0% |
| | 3 | 3 | 3.2% | 14 | 18.2% | 8 | 11.0% | 13 | 9.4% | 3 | 13.0% | 19 | 16.4% |
| | 4 | 19 | 20.0% | 14 | 18.2% | 7 | 9.6% | 23 | 16.5% | 4 | 17.4% | 15 | 12.9% |
| | 5 | 24 | 25.3% | 13 | 16.9% | 12 | 16.4% | 43 | 30.9% | 5 | 21.7% | 27 | 23.3% |
| | 6 | 26 | 27.4% | 14 | 18.2% | 21 | 28.8% | 28 | 20.1% | 7 | 30.4% | 32 | 27.6% |
| | 7=EXCELLENT | 9 | 9.5% | 6 | 7.8% | 6 | 8.2% | 9 | 6.5% | 2 | 8.7% | 10 | 8.6% |
| Managing permitted operations on public lands | 1=NEED MAJOR IMPROVEMENT | 5 | 6.4% | 9 | 12.9% | 9 | 12.9% | 16 | 12.8% | 1 | 5.3% | 10 | 9.5% |
| | 2 | 11 | 14.1% | 6 | 8.6% | 7 | 10.0% | 15 | 12.0% | 2 | 10.5% | 12 | 11.4% |
| | 3 | 9 | 11.5% | 13 | 18.6% | 10 | 14.3% | 13 | 10.4% | 4 | 21.1% | 17 | 16.2% |
| | 4 | 16 | 20.5% | 12 | 17.1% | 17 | 24.3% | 25 | 20.0% | 3 | 15.8% | 18 | 17.1% |
| | 5 | 22 | 28.2% | 19 | 27.1% | 12 | 17.1% | 31 | 24.8% | 6 | 31.6% | 28 | 26.7% |
| | 6 | 13 | 16.7% | 9 | 12.9% | 11 | 15.7% | 22 | 17.6% | 3 | 15.8% | 17 | 16.2% |
| | 7=EXCELLENT | 2 | 2.6% | 2 | 2.9% | 4 | 5.7% | 3 | 2.4% | | | 3 | 2.9% |
| Providing helpful technical assistance | 1=NEED MAJOR IMPROVEMENT | 3 | 3.9% | 9 | 12.2% | 6 | 8.8% | 9 | 7.3% | | | 3 | 3.0% |
| | 2 | 1 | 1.3% | 5 | 6.8% | 8 | 11.8% | 9 | 7.3% | 2 | 11.8% | 5 | 5.0% |
| | 3 | 13 | 17.1% | 10 | 13.5% | 7 | 10.3% | 15 | 12.1% | 1 | 5.9% | 8 | 7.9% |
| | 4 | 15 | 19.7% | 15 | 20.3% | 15 | 22.1% | 25 | 20.2% | 5 | 29.4% | 27 | 26.7% |
| | 5 | 25 | 32.9% | 18 | 24.3% | 15 | 22.1% | 35 | 28.2% | 4 | 23.5% | 26 | 25.7% |
| | 6 | 12 | 15.8% | 13 | 17.6% | 13 | 19.1% | 22 | 17.7% | 5 | 29.4% | 25 | 24.8% |
| | 7=EXCELLENT | 7 | 9.2% | 4 | 5.4% | 4 | 5.9% | 9 | 7.3% | | | 7 | 6.9% |

| | | | | | | | | | | | |
|--|--|----|------|----|------|----|------|----|------|----|------|
| <p>Category 1: General Information</p> | 1. Name of the organization | 1 | 100% | 1 | 100% | 1 | 100% | 1 | 100% | 1 | 100% |
| | 2. Address | 15 | 100% | 15 | 100% | 15 | 100% | 15 | 100% | 15 | 100% |
| | 3. Phone number | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 4. Email address | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 5. Website | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 6. Other contact information | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| <p>Category 2: Financial Information</p> | 7. Total revenue | 15 | 100% | 15 | 100% | 15 | 100% | 15 | 100% | 15 | 100% |
| | 8. Total expenses | 15 | 100% | 15 | 100% | 15 | 100% | 15 | 100% | 15 | 100% |
| | 9. Net income | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 10. Total assets | 15 | 100% | 15 | 100% | 15 | 100% | 15 | 100% | 15 | 100% |
| | 11. Total liabilities | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 12. Total equity | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| <p>Category 3: Operational Information</p> | 13. Number of employees | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 14. Number of customers | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 15. Number of products | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 16. Number of services | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 17. Number of locations | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 18. Number of suppliers | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| <p>Category 4: Marketing Information</p> | 19. Total marketing budget | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 20. Total advertising budget | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 21. Total sales budget | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 22. Total promotion budget | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 23. Total research budget | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 24. Total other marketing budget | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| <p>Category 5: Human Resources Information</p> | 25. Total number of employees | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 26. Total number of managers | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 27. Total number of support staff | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 28. Total number of sales staff | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 29. Total number of customer service staff | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 30. Total number of other staff | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| <p>Category 6: Customer Information</p> | 31. Total number of customers | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 32. Total number of new customers | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 33. Total number of returning customers | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 34. Total number of lost customers | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 35. Total number of inactive customers | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| | 36. Total number of other customers | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| <p>Category 7: Summary</p> | | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| <p>Category 8: Other Information</p> | | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| <p>Category 9: Final Remarks</p> | | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| <p>Category 10: Appendix</p> | | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |
| <p>Category 11: Total</p> | | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% | 10 | 100% |

Resource Management Arena

| | | Administrative Office | | | | | | | | | | | |
|--|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | MT | | NM | | NV | | OR | | UT | | WY | |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % |
| Considering the effects of land management decisions on industries, communities, and individuals | 1=NEED MAJOR IMPROVEMENT | 7 | 8.0% | 13 | 18.3% | 12 | 16.4% | 22 | 16.7% | 3 | 15.0% | 9 | 8.0% |
| | 2 | 8 | 9.2% | 9 | 12.7% | 9 | 12.3% | 22 | 16.7% | 1 | 5.0% | 16 | 14.3% |
| | 3 | 14 | 16.1% | 11 | 15.5% | 10 | 13.7% | 23 | 17.4% | 2 | 10.0% | 22 | 19.6% |
| | 4 | 25 | 28.7% | 15 | 21.1% | 13 | 17.8% | 15 | 11.4% | 7 | 35.0% | 19 | 17.0% |
| | 5 | 21 | 24.1% | 16 | 22.5% | 19 | 26.0% | 30 | 22.7% | 5 | 25.0% | 27 | 24.1% |
| | 6 | 11 | 12.6% | 6 | 8.5% | 8 | 11.0% | 10 | 7.6% | 1 | 5.0% | 15 | 13.4% |
| | 7=EXCELLENT | 1 | 1.1% | 1 | 1.4% | 2 | 2.7% | 10 | 7.6% | 1 | 5.0% | 4 | 3.6% |
| Protecting historical, cultural and other significant natural resources | 1=NEED MAJOR IMPROVEMENT | 4 | 4.2% | 4 | 5.3% | 4 | 5.6% | 16 | 12.1% | 1 | 4.8% | 6 | 5.3% |
| | 2 | 8 | 8.3% | 2 | 2.6% | 8 | 11.1% | 14 | 10.6% | 1 | 4.8% | 4 | 3.5% |
| | 3 | 7 | 7.3% | 5 | 6.6% | 9 | 12.5% | 11 | 8.3% | 4 | 19.0% | 9 | 7.9% |
| | 4 | 13 | 13.5% | 13 | 17.1% | 9 | 12.5% | 13 | 9.8% | 5 | 23.8% | 15 | 13.2% |
| | 5 | 26 | 27.1% | 18 | 23.7% | 13 | 18.1% | 31 | 23.5% | 2 | 9.5% | 31 | 27.2% |
| | 6 | 25 | 26.0% | 19 | 25.0% | 21 | 29.2% | 33 | 25.0% | 7 | 33.3% | 27 | 23.7% |
| | 7=EXCELLENT | 13 | 13.5% | 15 | 19.7% | 8 | 11.1% | 14 | 10.6% | 1 | 4.8% | 22 | 19.3% |
| Resource Management | 1=NEED MAJOR IMPROVEMENT | 3 | 3.1% | 8 | 10.3% | 6 | 8.1% | 22 | 15.7% | 1 | 4.3% | 6 | 5.2% |
| | 2 | 11 | 11.5% | 8 | 10.3% | 9 | 12.2% | 15 | 10.7% | 1 | 4.3% | 10 | 8.7% |
| | 3 | 11 | 11.5% | 11 | 14.1% | 10 | 13.5% | 26 | 18.6% | 4 | 17.4% | 17 | 14.8% |
| | 4 | 23 | 24.0% | 17 | 21.8% | 17 | 23.0% | 28 | 20.0% | 5 | 21.7% | 23 | 20.0% |
| | 5 | 28 | 29.2% | 24 | 30.8% | 18 | 24.3% | 30 | 21.4% | 8 | 34.8% | 33 | 28.7% |
| | 6 | 18 | 18.8% | 10 | 12.8% | 12 | 16.2% | 18 | 12.9% | 3 | 13.0% | 25 | 21.7% |
| | 7=EXCELLENT | 2 | 2.1% | | | 2 | 2.7% | 1 | .7% | 1 | 4.3% | 1 | .9% |

Resource Management Arena

| | | Overall Company | |
|--|--------------------------|-----------------|-------|
| | | Count | Col % |
| Balancing the multiple uses of public lands | 1=NEED MAJOR IMPROVEMENT | 101 | 12.3% |
| | 2 | 121 | 14.7% |
| | 3 | 126 | 15.3% |
| | 4 | 157 | 19.1% |
| | 5 | 191 | 23.2% |
| | 6 | 104 | 12.6% |
| | 7=EXCELLENT | 23 | 2.8% |
| Maintaining the lands in healthy condition | 1=NEED MAJOR IMPROVEMENT | 73 | 8.7% |
| | 2 | 98 | 11.7% |
| | 3 | 145 | 17.3% |
| | 4 | 153 | 18.3% |
| | 5 | 198 | 23.7% |
| | 6 | 128 | 15.3% |
| | 7=EXCELLENT | 41 | 4.9% |
| Allowing appropriate and reasonable access to public lands | 1=NEED MAJOR IMPROVEMENT | 57 | 6.7% |
| | 2 | 67 | 7.9% |
| | 3 | 90 | 10.6% |
| | 4 | 129 | 15.2% |
| | 5 | 216 | 25.4% |
| | 6 | 212 | 24.9% |
| | 7=EXCELLENT | 80 | 9.4% |
| Managing permitted operations on public lands | 1=NEED MAJOR IMPROVEMENT | 72 | 9.5% |
| | 2 | 81 | 10.7% |
| | 3 | 110 | 14.6% |
| | 4 | 145 | 19.2% |
| | 5 | 193 | 25.6% |
| | 6 | 125 | 16.6% |
| | 7=EXCELLENT | 29 | 3.8% |
| Providing helpful technical assistance | 1=NEED MAJOR IMPROVEMENT | 41 | 5.4% |
| | 2 | 53 | 7.0% |
| | 3 | 91 | 12.0% |
| | 4 | 149 | 19.6% |
| | 5 | 201 | 26.4% |
| | 6 | 168 | 22.1% |
| | 7=EXCELLENT | 57 | 7.5% |

| | | | |
|--|--------------------------------|------|--------|
| Klasifikasi Klasifikasi produk industri | 1-07-01-01-01 | 24 | 1.24 |
| | 2 | 195 | 20.24 |
| | 3 | 260 | 27.24 |
| | 4 | 140 | 18.24 |
| | 5 | 41 | 13.24 |
| | 6 | 22 | 1.24 |
| | 7-07-01-01-01 1-07-01-01-01 | 41 | 4.24 |
| Klasifikasi Klasifikasi produk industri | 1-07-01-01-01 | 24 | 1.24 |
| | 2 | 195 | 20.24 |
| | 3 | 260 | 27.24 |
| | 4 | 140 | 18.24 |
| | 5 | 41 | 13.24 |
| | 6 | 22 | 1.24 |
| | 7-07-01-01-01 1-07-01-01-01 | 41 | 4.24 |
| Klasifikasi Klasifikasi produk industri | 1-07-01-01-01 | 24 | 1.24 |
| | 2 | 195 | 20.24 |
| | 3 | 260 | 27.24 |
| | 4 | 140 | 18.24 |
| | 5 | 41 | 13.24 |
| | 6 | 22 | 1.24 |
| | 7-07-01-01-01 1-07-01-01-01 | 41 | 4.24 |
| Klasifikasi Klasifikasi produk industri | 1-07-01-01-01 | 24 | 1.24 |
| | 2 | 195 | 20.24 |
| | 3 | 260 | 27.24 |
| | 4 | 140 | 18.24 |
| | 5 | 41 | 13.24 |
| | 6 | 22 | 1.24 |
| | 7-07-01-01-01 1-07-01-01-01 | 41 | 4.24 |
| Klasifikasi Klasifikasi produk industri | 1-07-01-01-01 | 24 | 1.24 |
| | 2 | 195 | 20.24 |
| | 3 | 260 | 27.24 |
| | 4 | 140 | 18.24 |
| | 5 | 41 | 13.24 |
| | 6 | 22 | 1.24 |
| | 7-07-01-01-01 1-07-01-01-01 | 41 | 4.24 |
| Klasifikasi Klasifikasi produk industri | 1-07-01-01-01 | 24 | 1.24 |
| | 2 | 195 | 20.24 |
| | 3 | 260 | 27.24 |
| | 4 | 140 | 18.24 |
| | 5 | 41 | 13.24 |
| | 6 | 22 | 1.24 |
| | 7-07-01-01-01 1-07-01-01-01 | 41 | 4.24 |
| Klasifikasi Klasifikasi produk industri | 1-07-01-01-01 | 24 | 1.24 |
| | 2 | 195 | 20.24 |
| | 3 | 260 | 27.24 |
| | 4 | 140 | 18.24 |
| | 5 | 41 | 13.24 |
| | 6 | 22 | 1.24 |
| | 7-07-01-01-01 1-07-01-01-01 | 41 | 4.24 |
| | | 1000 | 100.24 |
| | | 1000 | 100.24 |

Resource Management Arena

| | | Overall Company | |
|--|--------------------------|-----------------|-------|
| | | Count | Col % |
| Considering the effects of land management decisions on industries, communities, and individuals | 1=NEED MAJOR IMPROVEMENT | 95 | 11.7% |
| | 2 | 93 | 11.5% |
| | 3 | 127 | 15.7% |
| | 4 | 156 | 19.2% |
| | 5 | 200 | 24.7% |
| | 6 | 108 | 13.3% |
| | 7=EXCELLENT | 32 | 3.9% |
| Protecting historical, cultural and other significant natural resources | 1=NEED MAJOR IMPROVEMENT | 44 | 5.2% |
| | 2 | 59 | 7.0% |
| | 3 | 67 | 8.0% |
| | 4 | 107 | 12.7% |
| | 5 | 208 | 24.8% |
| | 6 | 222 | 26.4% |
| | 7=EXCELLENT | 133 | 15.8% |
| Resource Management | 1=NEED MAJOR IMPROVEMENT | 59 | 6.8% |
| | 2 | 78 | 9.0% |
| | 3 | 142 | 16.3% |
| | 4 | 171 | 19.6% |
| | 5 | 250 | 28.7% |
| | 6 | 150 | 17.2% |
| | 7=EXCELLENT | 21 | 2.4% |

Stakeholders and Partners

Table 1. Summary of results

| | | | |
|-----------------------|-----------|------|--------|
| Group 1: 100% (n=100) | 1-EXCUTED | 50 | 5.0% |
| | 2 | 100 | 10.0% |
| | 3 | 100 | 10.0% |
| | 4 | 100 | 10.0% |
| | 5 | 100 | 10.0% |
| | 6 | 100 | 10.0% |
| | 7-EXCUTED | 50 | 5.0% |
| Group 2: 100% (n=100) | 1-EXCUTED | 100 | 10.0% |
| | 2 | 100 | 10.0% |
| | 3 | 100 | 10.0% |
| | 4 | 100 | 10.0% |
| | 5 | 100 | 10.0% |
| | 6 | 100 | 10.0% |
| | 7-EXCUTED | 100 | 10.0% |
| Group 3: 100% (n=100) | 1-EXCUTED | 50 | 5.0% |
| | 2 | 100 | 10.0% |
| | 3 | 100 | 10.0% |
| | 4 | 100 | 10.0% |
| | 5 | 100 | 10.0% |
| | 6 | 100 | 10.0% |
| | 7-EXCUTED | 50 | 5.0% |
| Total | | 150 | 15.0% |
| Grand Total | | 1000 | 100.0% |

Leadership and Partnering Arena

| | | Administrative Office | | | | | | | | | | | | | |
|---|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | AK | | AZ | | CA | | CO | | ES | | ID | | MT | |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % |
| Empowering local employees to evaluate risk and to make decisions | 1=NEED MAJOR IMPROVEMENT | 6 | 16.2% | | | 3 | 4.5% | 1 | 5.6% | 1 | 2.6% | 5 | 6.3% | 7 | 9.9% |
| | 2 | 3 | 8.1% | 6 | 16.7% | 11 | 16.4% | 1 | 5.6% | 3 | 7.9% | 8 | 10.0% | 7 | 9.9% |
| | 3 | 3 | 8.1% | 7 | 19.4% | 7 | 10.4% | 1 | 5.6% | 9 | 23.7% | 20 | 25.0% | 13 | 18.3% |
| | 4 | 10 | 27.0% | 7 | 19.4% | 10 | 14.9% | 4 | 22.2% | 11 | 28.9% | 14 | 17.5% | 19 | 26.8% |
| | 5 | 11 | 29.7% | 9 | 25.0% | 25 | 37.3% | 7 | 38.9% | 8 | 21.1% | 18 | 22.5% | 12 | 16.9% |
| | 6 | 3 | 8.1% | 7 | 19.4% | 8 | 11.9% | 3 | 16.7% | 4 | 10.5% | 11 | 13.8% | 10 | 14.1% |
| | 7=EXCELLENT | 1 | 2.7% | | | 3 | 4.5% | 1 | 5.6% | 2 | 5.3% | 4 | 5.0% | 3 | 4.2% |
| Taking initiative on issues affecting land management agencies | 1=NEED MAJOR IMPROVEMENT | 2 | 5.4% | 2 | 4.5% | 3 | 4.2% | 1 | 5.0% | | | 2 | 2.4% | 7 | 8.5% |
| | 2 | 3 | 8.1% | 9 | 20.5% | 7 | 9.7% | | | 3 | 7.1% | 10 | 12.0% | 5 | 6.1% |
| | 3 | 11 | 29.7% | 5 | 11.4% | 9 | 12.5% | 2 | 10.0% | 6 | 14.3% | 20 | 24.1% | 20 | 24.4% |
| | 4 | 8 | 21.6% | 10 | 22.7% | 16 | 22.2% | 3 | 15.0% | 11 | 26.2% | 15 | 18.1% | 17 | 20.7% |
| | 5 | 7 | 18.9% | 11 | 25.0% | 23 | 31.9% | 6 | 30.0% | 12 | 28.6% | 21 | 25.3% | 22 | 26.8% |
| | 6 | 4 | 10.8% | 6 | 13.6% | 11 | 15.3% | 6 | 30.0% | 7 | 16.7% | 14 | 16.9% | 7 | 8.5% |
| | 7=EXCELLENT | 2 | 5.4% | 1 | 2.3% | 3 | 4.2% | 2 | 10.0% | 3 | 7.1% | 1 | 1.2% | 4 | 4.9% |
| Fostering local partnerships | 1=NEED MAJOR IMPROVEMENT | 4 | 9.8% | 2 | 4.9% | 5 | 7.1% | 1 | 5.0% | 1 | 2.3% | 6 | 7.2% | 7 | 8.4% |
| | 2 | 3 | 7.3% | 5 | 12.2% | 7 | 10.0% | | | 2 | 4.7% | 11 | 13.3% | 7 | 8.4% |
| | 3 | 9 | 22.0% | 6 | 14.6% | 11 | 15.7% | 3 | 15.0% | 7 | 16.3% | 9 | 10.8% | 12 | 14.5% |
| | 4 | 6 | 14.6% | 4 | 9.8% | 7 | 10.0% | 1 | 5.0% | 14 | 32.6% | 13 | 15.7% | 16 | 19.3% |
| | 5 | 10 | 24.4% | 11 | 26.8% | 17 | 24.3% | 4 | 20.0% | 10 | 23.3% | 19 | 22.9% | 23 | 27.7% |
| | 6 | 8 | 19.5% | 12 | 29.3% | 16 | 22.9% | 6 | 30.0% | 5 | 11.6% | 17 | 20.5% | 12 | 14.5% |
| | 7=EXCELLENT | 1 | 2.4% | 1 | 2.4% | 7 | 10.0% | 5 | 25.0% | 4 | 9.3% | 8 | 9.6% | 6 | 7.2% |
| Working with state agencies and organizations | 1=NEED MAJOR IMPROVEMENT | 3 | 6.8% | 1 | 2.4% | 2 | 2.7% | 1 | 5.0% | | | 5 | 6.0% | 5 | 6.4% |
| | 2 | 3 | 6.8% | 4 | 9.5% | 9 | 12.3% | | | 3 | 7.1% | 7 | 8.4% | 2 | 2.6% |
| | 3 | 6 | 13.6% | 9 | 21.4% | 7 | 9.6% | 2 | 10.0% | 7 | 16.7% | 8 | 9.6% | 15 | 19.2% |
| | 4 | 3 | 6.8% | 5 | 11.9% | 9 | 12.3% | | | 8 | 19.0% | 18 | 21.7% | 17 | 21.8% |
| | 5 | 11 | 25.0% | 12 | 28.6% | 23 | 31.5% | 6 | 30.0% | 12 | 28.6% | 17 | 20.5% | 21 | 26.9% |
| | 6 | 15 | 34.1% | 8 | 19.0% | 18 | 24.7% | 4 | 20.0% | 10 | 23.8% | 19 | 22.9% | 11 | 14.1% |
| | 7=EXCELLENT | 3 | 6.8% | 3 | 7.1% | 5 | 6.8% | 7 | 35.0% | 2 | 4.8% | 9 | 10.8% | 7 | 9.0% |
| Working with other federal agencies and organizations | 1=NEED MAJOR IMPROVEMENT | 2 | 5.1% | 1 | 2.4% | 1 | 1.6% | | | 2 | 4.7% | 3 | 4.2% | 2 | 2.8% |
| | 2 | 1 | 2.6% | 4 | 9.5% | 3 | 4.9% | 1 | 5.0% | 1 | 2.3% | 4 | 5.6% | 1 | 1.4% |
| | 3 | 7 | 17.9% | 7 | 16.7% | 4 | 6.6% | | | 7 | 16.3% | 7 | 9.9% | 13 | 18.3% |
| | 4 | 4 | 10.3% | 10 | 23.8% | 13 | 21.3% | 4 | 20.0% | 9 | 20.9% | 15 | 21.1% | 15 | 21.1% |
| | 5 | 13 | 33.3% | 8 | 19.0% | 25 | 41.0% | 5 | 25.0% | 8 | 18.6% | 18 | 25.4% | 18 | 25.4% |
| | 6 | 10 | 25.6% | 10 | 23.8% | 10 | 16.4% | 5 | 25.0% | 12 | 27.9% | 18 | 25.4% | 14 | 19.7% |
| | 7=EXCELLENT | 2 | 5.1% | 2 | 4.8% | 5 | 8.2% | 5 | 25.0% | 4 | 9.3% | 6 | 8.5% | 8 | 11.3% |

Leadership and Partnering Arena

| | | Administrative Office | | | | | | | | | | | | | |
|---|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | AK | | AZ | | CA | | CO | | ES | | ID | | MT | |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % |
| Maintaining good communication and coordination within BLM | 1=NEED MAJOR IMPROVEMENT | 3 | 10.3% | 2 | 5.9% | 1 | 1.9% | | | 1 | 2.1% | 3 | 5.0% | 3 | 5.1% |
| | 2 | 2 | 6.9% | 1 | 2.9% | 7 | 13.0% | 1 | 5.9% | 6 | 12.8% | 4 | 6.7% | 2 | 3.4% |
| | 3 | 5 | 17.2% | 3 | 8.8% | 5 | 9.3% | 1 | 5.9% | 3 | 6.4% | 8 | 13.3% | 11 | 18.6% |
| | 4 | 7 | 24.1% | 2 | 5.9% | 10 | 18.5% | 6 | 35.3% | 11 | 23.4% | 11 | 18.3% | 16 | 27.1% |
| | 5 | 8 | 27.6% | 20 | 58.8% | 17 | 31.5% | 5 | 29.4% | 12 | 25.5% | 20 | 33.3% | 17 | 28.8% |
| | 6 | 1 | 3.4% | 6 | 17.6% | 6 | 11.1% | 3 | 17.6% | 11 | 23.4% | 10 | 16.7% | 5 | 8.5% |
| | 7=EXCELLENT | 3 | 10.3% | | | 8 | 14.8% | 1 | 5.9% | 3 | 6.4% | 4 | 6.7% | 5 | 8.5% |
| Providing financial support for research, restoration, and other activities | 1=NEED MAJOR IMPROVEMENT | | | 3 | 10.0% | 4 | 7.3% | | | | | 6 | 8.3% | 8 | 12.5% |
| | 2 | 5 | 17.2% | 7 | 23.3% | 14 | 25.5% | 1 | 5.3% | 3 | 8.8% | 16 | 22.2% | 5 | 7.8% |
| | 3 | 5 | 17.2% | 5 | 16.7% | 10 | 18.2% | 3 | 15.8% | 4 | 11.8% | 14 | 19.4% | 9 | 14.1% |
| | 4 | 9 | 31.0% | 7 | 23.3% | 8 | 14.5% | 6 | 31.6% | 5 | 14.7% | 12 | 16.7% | 15 | 23.4% |
| | 5 | 5 | 17.2% | 4 | 13.3% | 10 | 18.2% | 5 | 26.3% | 12 | 35.3% | 12 | 16.7% | 19 | 29.7% |
| | 6 | 4 | 13.8% | 3 | 10.0% | 5 | 9.1% | 2 | 10.5% | 6 | 17.6% | 10 | 13.9% | 6 | 9.4% |
| | 7=EXCELLENT | 1 | 3.4% | 1 | 3.3% | 4 | 7.3% | 2 | 10.5% | 4 | 11.8% | 2 | 2.8% | 2 | 3.1% |
| Having a visible presence in the field and/or in the community | 1=NEED MAJOR IMPROVEMENT | 4 | 9.1% | 2 | 4.7% | 2 | 2.6% | | | 2 | 3.4% | 4 | 4.6% | 5 | 5.4% |
| | 2 | 2 | 4.5% | 5 | 11.6% | 5 | 6.6% | | | 3 | 5.2% | 6 | 6.9% | 10 | 10.9% |
| | 3 | 12 | 27.3% | 6 | 14.0% | 9 | 11.8% | 4 | 22.2% | 10 | 17.2% | 18 | 20.7% | 18 | 19.6% |
| | 4 | 4 | 9.1% | 9 | 20.9% | 16 | 21.1% | 4 | 22.2% | 12 | 20.7% | 16 | 18.4% | 18 | 19.6% |
| | 5 | 13 | 29.5% | 10 | 23.3% | 20 | 26.3% | 6 | 33.3% | 14 | 24.1% | 23 | 26.4% | 24 | 26.1% |
| | 6 | 6 | 13.6% | 6 | 14.0% | 19 | 25.0% | 3 | 16.7% | 12 | 20.7% | 17 | 19.5% | 13 | 14.1% |
| | 7=EXCELLENT | 3 | 6.8% | 5 | 11.6% | 5 | 6.6% | 1 | 5.6% | 5 | 8.6% | 3 | 3.4% | 4 | 4.3% |
| Leadership and Partnerships | 1=NEED MAJOR IMPROVEMENT | 2 | 4.3% | 2 | 4.3% | 4 | 5.3% | 1 | 5.0% | 1 | 1.8% | 5 | 6.0% | 4 | 4.7% |
| | 2 | 4 | 8.7% | 5 | 10.9% | 6 | 8.0% | | | 2 | 3.6% | 8 | 9.6% | 6 | 7.1% |
| | 3 | 8 | 17.4% | 7 | 15.2% | 13 | 17.3% | 1 | 5.0% | 7 | 12.5% | 14 | 16.9% | 12 | 14.1% |
| | 4 | 7 | 15.2% | 11 | 23.9% | 15 | 20.0% | 3 | 15.0% | 14 | 25.0% | 16 | 19.3% | 22 | 25.9% |
| | 5 | 18 | 39.1% | 12 | 26.1% | 22 | 29.3% | 7 | 35.0% | 19 | 33.9% | 28 | 33.7% | 27 | 31.8% |
| | 6 | 6 | 13.0% | 9 | 19.6% | 13 | 17.3% | 6 | 30.0% | 8 | 14.3% | 11 | 13.3% | 11 | 12.9% |
| | 7=EXCELLENT | 1 | 2.2% | | | 2 | 2.7% | 2 | 10.0% | 5 | 8.9% | 1 | 1.2% | 3 | 3.5% |

Leadership and Partnering Arena

| | | Administrative Office | | | | | | | | | | Overall Company | |
|---|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----------------|-------|
| | | NM | | NV | | OR | | UT | | WY | | Count | Col % |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | | |
| Empowering local employees to evaluate risk and to make decisions | 1=NEED MAJOR IMPROVEMENT | 5 | 7.5% | 8 | 12.7% | 15 | 13.0% | 1 | 5.6% | 7 | 7.0% | 59 | 8.3% |
| | 2 | 9 | 13.4% | 10 | 15.9% | 19 | 16.5% | | | 13 | 13.0% | 90 | 12.7% |
| | 3 | 16 | 23.9% | 9 | 14.3% | 21 | 18.3% | 5 | 27.8% | 18 | 18.0% | 129 | 18.2% |
| | 4 | 13 | 19.4% | 11 | 17.5% | 26 | 22.6% | 3 | 16.7% | 22 | 22.0% | 150 | 21.1% |
| | 5 | 15 | 22.4% | 17 | 27.0% | 22 | 19.1% | 4 | 22.2% | 22 | 22.0% | 170 | 23.9% |
| | 6 | 7 | 10.4% | 6 | 9.5% | 11 | 9.6% | 5 | 27.8% | 15 | 15.0% | 90 | 12.7% |
| | 7=EXCELLENT | 2 | 3.0% | 2 | 3.2% | 1 | .9% | | | 3 | 3.0% | 22 | 3.1% |
| Taking initiative on issues affecting land management agencies | 1=NEED MAJOR IMPROVEMENT | 5 | 7.1% | 6 | 8.5% | 13 | 10.7% | 1 | 4.3% | 4 | 3.7% | 46 | 6.0% |
| | 2 | 9 | 12.9% | 6 | 8.5% | 22 | 18.2% | 3 | 13.0% | 13 | 12.1% | 90 | 11.7% |
| | 3 | 13 | 18.6% | 18 | 25.4% | 18 | 14.9% | 3 | 13.0% | 16 | 15.0% | 141 | 18.3% |
| | 4 | 17 | 24.3% | 14 | 19.7% | 27 | 22.3% | 5 | 21.7% | 27 | 25.2% | 170 | 22.0% |
| | 5 | 13 | 18.6% | 17 | 23.9% | 25 | 20.7% | 5 | 21.7% | 36 | 33.6% | 198 | 25.6% |
| | 6 | 12 | 17.1% | 7 | 9.9% | 14 | 11.6% | 6 | 26.1% | 10 | 9.3% | 104 | 13.5% |
| | 7=EXCELLENT | 1 | 1.4% | 3 | 4.2% | 2 | 1.7% | | | 1 | .9% | 23 | 3.0% |
| Fostering local partnerships | 1=NEED MAJOR IMPROVEMENT | 11 | 16.7% | 9 | 12.5% | 16 | 12.7% | 2 | 9.1% | 6 | 5.5% | 70 | 9.0% |
| | 2 | 6 | 9.1% | 13 | 18.1% | 8 | 6.3% | 1 | 4.5% | 8 | 7.3% | 71 | 9.1% |
| | 3 | 9 | 13.6% | 6 | 8.3% | 17 | 13.5% | 1 | 4.5% | 18 | 16.5% | 108 | 13.9% |
| | 4 | 16 | 24.2% | 9 | 12.5% | 23 | 18.3% | 5 | 22.7% | 22 | 20.2% | 136 | 17.5% |
| | 5 | 12 | 18.2% | 21 | 29.2% | 34 | 27.0% | 5 | 22.7% | 27 | 24.8% | 193 | 24.9% |
| | 6 | 11 | 16.7% | 9 | 12.5% | 22 | 17.5% | 5 | 22.7% | 16 | 14.7% | 139 | 17.9% |
| | 7=EXCELLENT | 1 | 1.5% | 5 | 6.9% | 6 | 4.8% | 3 | 13.6% | 12 | 11.0% | 59 | 7.6% |
| Working with state agencies and organizations | 1=NEED MAJOR IMPROVEMENT | 6 | 8.8% | 4 | 6.1% | 9 | 7.3% | | | 3 | 2.8% | 39 | 5.1% |
| | 2 | 6 | 8.8% | 5 | 7.6% | 13 | 10.5% | 1 | 5.0% | 10 | 9.3% | 63 | 8.2% |
| | 3 | 9 | 13.2% | 8 | 12.1% | 11 | 8.9% | 1 | 5.0% | 9 | 8.4% | 92 | 12.0% |
| | 4 | 19 | 27.9% | 13 | 19.7% | 23 | 18.5% | 6 | 30.0% | 25 | 23.4% | 146 | 19.0% |
| | 5 | 14 | 20.6% | 18 | 27.3% | 33 | 26.6% | 2 | 10.0% | 26 | 24.3% | 195 | 25.4% |
| | 6 | 13 | 19.1% | 12 | 18.2% | 26 | 21.0% | 8 | 40.0% | 20 | 18.7% | 164 | 21.4% |
| | 7=EXCELLENT | 1 | 1.5% | 6 | 9.1% | 9 | 7.3% | 2 | 10.0% | 14 | 13.1% | 68 | 8.9% |
| Working with other federal agencies and organizations | 1=NEED MAJOR IMPROVEMENT | 5 | 8.1% | 6 | 9.4% | 8 | 6.8% | | | 5 | 5.2% | 35 | 5.0% |
| | 2 | 9 | 14.5% | 3 | 4.7% | 8 | 6.8% | | | 5 | 5.2% | 40 | 5.7% |
| | 3 | 5 | 8.1% | 5 | 7.8% | 11 | 9.3% | 4 | 22.2% | 12 | 12.4% | 82 | 11.6% |
| | 4 | 11 | 17.7% | 17 | 26.6% | 21 | 17.8% | 5 | 27.8% | 17 | 17.5% | 141 | 20.0% |
| | 5 | 17 | 27.4% | 13 | 20.3% | 36 | 30.5% | 4 | 22.2% | 23 | 23.7% | 188 | 26.6% |
| | 6 | 10 | 16.1% | 12 | 18.8% | 27 | 22.9% | 5 | 27.8% | 24 | 24.7% | 157 | 22.2% |
| | 7=EXCELLENT | 5 | 8.1% | 8 | 12.5% | 7 | 5.9% | | | 11 | 11.3% | 63 | 8.9% |

Leadership and Partnering Arena

| | | Administrative Office | | | | | | | | | | Overall Company | |
|---|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----------------|-------|
| | | NM | | NV | | OR | | UT | | WY | | Count | Col % |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | | |
| Maintaining good communication and coordination within BLM | 1=NEED MAJOR IMPROVEMENT | 7 | 11.1% | 5 | 8.8% | 4 | 4.3% | 1 | 6.7% | 3 | 3.5% | 33 | 5.4% |
| | 2 | 6 | 9.5% | 5 | 8.8% | 5 | 5.4% | | | 10 | 11.6% | 49 | 8.0% |
| | 3 | 11 | 17.5% | 12 | 21.1% | 12 | 12.9% | 2 | 13.3% | 12 | 14.0% | 85 | 13.8% |
| | 4 | 12 | 19.0% | 13 | 22.8% | 25 | 26.9% | 1 | 6.7% | 19 | 22.1% | 133 | 21.7% |
| | 5 | 17 | 27.0% | 13 | 22.8% | 31 | 33.3% | 7 | 46.7% | 24 | 27.9% | 191 | 31.1% |
| | 6 | 9 | 14.3% | 7 | 12.3% | 13 | 14.0% | 4 | 26.7% | 15 | 17.4% | 90 | 14.7% |
| | 7=EXCELLENT | 1 | 1.6% | 2 | 3.5% | 3 | 3.2% | | | 3 | 3.5% | 33 | 5.4% |
| Providing financial support for research, restoration, and other activities | 1=NEED MAJOR IMPROVEMENT | 8 | 14.3% | 11 | 17.7% | 17 | 16.0% | 3 | 15.0% | 11 | 12.4% | 71 | 11.2% |
| | 2 | 12 | 21.4% | 9 | 14.5% | 17 | 16.0% | 4 | 20.0% | 10 | 11.2% | 103 | 16.2% |
| | 3 | 11 | 19.6% | 15 | 24.2% | 14 | 13.2% | 3 | 15.0% | 15 | 16.9% | 108 | 17.0% |
| | 4 | 6 | 10.7% | 12 | 19.4% | 24 | 22.6% | 3 | 15.0% | 20 | 22.5% | 127 | 20.0% |
| | 5 | 13 | 23.2% | 8 | 12.9% | 17 | 16.0% | 5 | 25.0% | 21 | 23.6% | 131 | 20.6% |
| | 6 | 2 | 3.6% | 5 | 8.1% | 10 | 9.4% | 2 | 10.0% | 10 | 11.2% | 65 | 10.2% |
| | 7=EXCELLENT | 4 | 7.1% | 2 | 3.2% | 7 | 6.6% | | | 2 | 2.2% | 31 | 4.9% |
| Having a visible presence in the field and/or in the community | 1=NEED MAJOR IMPROVEMENT | 8 | 10.4% | 5 | 7.0% | 7 | 5.2% | 1 | 4.3% | 10 | 8.8% | 50 | 6.0% |
| | 2 | 7 | 9.1% | 10 | 14.1% | 9 | 6.7% | 3 | 13.0% | 15 | 13.3% | 75 | 9.0% |
| | 3 | 12 | 15.6% | 14 | 19.7% | 28 | 20.7% | 5 | 21.7% | 11 | 9.7% | 147 | 17.6% |
| | 4 | 20 | 26.0% | 14 | 19.7% | 29 | 21.5% | 4 | 17.4% | 25 | 22.1% | 171 | 20.4% |
| | 5 | 22 | 28.6% | 16 | 22.5% | 39 | 28.9% | 7 | 30.4% | 31 | 27.4% | 225 | 26.9% |
| | 6 | 5 | 6.5% | 10 | 14.1% | 17 | 12.6% | 1 | 4.3% | 15 | 13.3% | 124 | 14.8% |
| | 7=EXCELLENT | 3 | 3.9% | 2 | 2.8% | 6 | 4.4% | 2 | 8.7% | 6 | 5.3% | 45 | 5.4% |
| Leadership and Partnerships | 1=NEED MAJOR IMPROVEMENT | 6 | 8.2% | 7 | 9.6% | 11 | 8.1% | 1 | 4.3% | 4 | 3.6% | 48 | 5.8% |
| | 2 | 8 | 11.0% | 7 | 9.6% | 16 | 11.8% | 3 | 13.0% | 10 | 9.0% | 75 | 9.1% |
| | 3 | 15 | 20.5% | 14 | 19.2% | 25 | 18.4% | 3 | 13.0% | 19 | 17.1% | 138 | 16.7% |
| | 4 | 20 | 27.4% | 18 | 24.7% | 31 | 22.8% | 6 | 26.1% | 28 | 25.2% | 191 | 23.1% |
| | 5 | 17 | 23.3% | 15 | 20.5% | 37 | 27.2% | 6 | 26.1% | 28 | 25.2% | 236 | 28.5% |
| | 6 | 7 | 9.6% | 11 | 15.1% | 14 | 10.3% | 4 | 17.4% | 20 | 18.0% | 120 | 14.5% |
| | 7=EXCELLENT | | | 1 | 1.4% | 2 | 1.5% | | | 2 | 1.8% | 19 | 2.3% |

Stakeholders and Partners

Table 1.1: Summary of data

| Category | Sub-category | Year 2020 | | | | | | | | | | Total | |
|-------------|--------------|-----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|-------|
| | | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Sum | Avg |
| Group A | Sub A1 | 10 | 15 | 20 | 25 | 30 | 35 | 40 | 45 | 50 | 55 | 240 | 40 |
| | Sub A2 | 12 | 18 | 22 | 28 | 32 | 38 | 42 | 48 | 52 | 58 | 260 | 43.3 |
| | Sub A3 | 14 | 20 | 24 | 30 | 34 | 40 | 44 | 50 | 54 | 60 | 280 | 46.7 |
| | Sub A4 | 16 | 22 | 26 | 32 | 36 | 42 | 46 | 52 | 56 | 62 | 300 | 50 |
| | Sub A5 | 18 | 24 | 28 | 34 | 38 | 44 | 48 | 54 | 58 | 64 | 320 | 53.3 |
| | Sub A6 | 20 | 26 | 30 | 36 | 40 | 46 | 50 | 56 | 60 | 66 | 340 | 56.7 |
| Group B | Sub B1 | 22 | 28 | 32 | 38 | 42 | 48 | 52 | 58 | 62 | 68 | 360 | 60 |
| | Sub B2 | 24 | 30 | 34 | 40 | 44 | 50 | 54 | 60 | 64 | 70 | 380 | 63.3 |
| | Sub B3 | 26 | 32 | 36 | 42 | 46 | 52 | 56 | 62 | 66 | 72 | 400 | 66.7 |
| | Sub B4 | 28 | 34 | 38 | 44 | 48 | 54 | 58 | 64 | 68 | 74 | 420 | 70 |
| | Sub B5 | 30 | 36 | 40 | 46 | 50 | 56 | 60 | 66 | 70 | 76 | 440 | 73.3 |
| | Sub B6 | 32 | 38 | 42 | 48 | 52 | 58 | 62 | 68 | 72 | 78 | 460 | 76.7 |
| Group C | Sub C1 | 34 | 40 | 44 | 50 | 54 | 60 | 64 | 70 | 74 | 80 | 480 | 80 |
| | Sub C2 | 36 | 42 | 46 | 52 | 56 | 62 | 66 | 72 | 76 | 82 | 500 | 83.3 |
| | Sub C3 | 38 | 44 | 48 | 54 | 58 | 64 | 68 | 74 | 78 | 84 | 520 | 86.7 |
| | Sub C4 | 40 | 46 | 50 | 56 | 60 | 66 | 70 | 76 | 80 | 86 | 540 | 90 |
| | Sub C5 | 42 | 48 | 52 | 58 | 62 | 68 | 72 | 78 | 82 | 88 | 560 | 93.3 |
| | Sub C6 | 44 | 50 | 54 | 60 | 64 | 70 | 74 | 80 | 84 | 90 | 580 | 96.7 |
| Group D | Sub D1 | 46 | 52 | 56 | 62 | 66 | 72 | 76 | 82 | 86 | 92 | 600 | 100 |
| | Sub D2 | 48 | 54 | 58 | 64 | 68 | 74 | 78 | 84 | 88 | 94 | 620 | 103.3 |
| | Sub D3 | 50 | 56 | 60 | 66 | 70 | 76 | 80 | 86 | 90 | 96 | 640 | 106.7 |
| | Sub D4 | 52 | 58 | 62 | 68 | 72 | 78 | 82 | 88 | 92 | 98 | 660 | 110 |
| | Sub D5 | 54 | 60 | 64 | 70 | 74 | 80 | 84 | 90 | 94 | 100 | 680 | 113.3 |
| | Sub D6 | 56 | 62 | 66 | 72 | 76 | 82 | 86 | 92 | 96 | 102 | 700 | 116.7 |
| Grand Total | | 200 | 240 | 280 | 320 | 360 | 400 | 440 | 480 | 520 | 560 | 2400 | 400 |

Regulations, Policies, and Guidance Arena

| | | Administrative Office | | | | | | | | | | | | | |
|--|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | AK | | AZ | | CA | | CO | | ES | | ID | | MT | |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % |
| Having clear and understandable regulations, policies, and guidance | 1=NEED MAJOR IMPROVEMENT | 2 | 4.7% | 2 | 4.7% | 9 | 12.2% | 1 | 5.3% | 5 | 8.2% | 13 | 15.9% | 8 | 8.8% |
| | 2 | 10 | 23.3% | 9 | 20.9% | 17 | 23.0% | 3 | 15.8% | 6 | 9.8% | 9 | 11.0% | 9 | 9.9% |
| | 3 | 9 | 20.9% | 7 | 16.3% | 11 | 14.9% | 3 | 15.8% | 6 | 9.8% | 19 | 23.2% | 15 | 16.5% |
| | 4 | 10 | 23.3% | 8 | 18.6% | 15 | 20.3% | 5 | 26.3% | 17 | 27.9% | 17 | 20.7% | 22 | 24.2% |
| | 5 | 11 | 25.6% | 12 | 27.9% | 12 | 16.2% | 6 | 31.6% | 15 | 24.6% | 15 | 18.3% | 20 | 22.0% |
| | 6 | | | 5 | 11.6% | 8 | 10.8% | 1 | 5.3% | 9 | 14.8% | 9 | 11.0% | 14 | 15.4% |
| | 7=EXCELLENT | 1 | 2.3% | | | 2 | 2.7% | | | 3 | 4.9% | | | 3 | 3.3% |
| Having reasonable regulations, policies, and guidance | 1=NEED MAJOR IMPROVEMENT | 5 | 11.4% | 4 | 9.5% | 10 | 13.2% | 1 | 5.6% | 3 | 5.0% | 14 | 16.1% | 10 | 10.8% |
| | 2 | 6 | 13.6% | 7 | 16.7% | 17 | 22.4% | 2 | 11.1% | 6 | 10.0% | 7 | 8.0% | 7 | 7.5% |
| | 3 | 9 | 20.5% | 3 | 7.1% | 14 | 18.4% | 3 | 16.7% | 5 | 8.3% | 15 | 17.2% | 14 | 15.1% |
| | 4 | 9 | 20.5% | 11 | 26.2% | 9 | 11.8% | 3 | 16.7% | 15 | 25.0% | 20 | 23.0% | 17 | 18.3% |
| | 5 | 11 | 25.0% | 8 | 19.0% | 13 | 17.1% | 5 | 27.8% | 17 | 28.3% | 15 | 17.2% | 26 | 28.0% |
| | 6 | 3 | 6.8% | 8 | 19.0% | 10 | 13.2% | 4 | 22.2% | 11 | 18.3% | 14 | 16.1% | 15 | 16.1% |
| | 7=EXCELLENT | 1 | 2.3% | 1 | 2.4% | 3 | 3.9% | | | 3 | 5.0% | 2 | 2.3% | 4 | 4.3% |
| Enforcing regulations and policies | 1=NEED MAJOR IMPROVEMENT | 4 | 9.3% | 4 | 9.3% | 6 | 8.2% | 1 | 6.7% | 1 | 1.9% | 9 | 10.8% | 9 | 10.8% |
| | 2 | 6 | 14.0% | 10 | 23.3% | 5 | 6.8% | 1 | 6.7% | 1 | 1.9% | 13 | 15.7% | 12 | 14.5% |
| | 3 | 8 | 18.6% | 3 | 7.0% | 13 | 17.8% | 3 | 20.0% | 4 | 7.4% | 14 | 16.9% | 12 | 14.5% |
| | 4 | 5 | 11.6% | 5 | 11.6% | 9 | 12.3% | 6 | 40.0% | 6 | 11.1% | 20 | 24.1% | 18 | 21.7% |
| | 5 | 12 | 27.9% | 11 | 25.6% | 20 | 27.4% | 3 | 20.0% | 19 | 35.2% | 16 | 19.3% | 18 | 21.7% |
| | 6 | 6 | 14.0% | 6 | 14.0% | 13 | 17.8% | 1 | 6.7% | 16 | 29.6% | 10 | 12.0% | 8 | 9.6% |
| | 7=EXCELLENT | 2 | 4.7% | 4 | 9.3% | 7 | 9.6% | | | 7 | 13.0% | 1 | 1.2% | 6 | 7.2% |
| Interpreting regulations consistently | 1=NEED MAJOR IMPROVEMENT | 4 | 10.0% | 7 | 16.3% | 15 | 22.1% | 1 | 5.3% | 3 | 5.8% | 11 | 13.9% | 8 | 10.1% |
| | 2 | 6 | 15.0% | 6 | 14.0% | 9 | 13.2% | | | 2 | 3.8% | 8 | 10.1% | 7 | 8.9% |
| | 3 | 7 | 17.5% | 5 | 11.6% | 8 | 11.8% | 4 | 21.1% | 7 | 13.5% | 12 | 15.2% | 13 | 16.5% |
| | 4 | 6 | 15.0% | 8 | 18.6% | 11 | 16.2% | 5 | 26.3% | 8 | 15.4% | 19 | 24.1% | 17 | 21.5% |
| | 5 | 9 | 22.5% | 13 | 30.2% | 13 | 19.1% | 7 | 36.8% | 17 | 32.7% | 17 | 21.5% | 20 | 25.3% |
| | 6 | 7 | 17.5% | 3 | 7.0% | 7 | 10.3% | 2 | 10.5% | 10 | 19.2% | 12 | 15.2% | 9 | 11.4% |
| | 7=EXCELLENT | 1 | 2.5% | 1 | 2.3% | 5 | 7.4% | | | 5 | 9.6% | | | 5 | 6.3% |
| Involving me in the development of regulations, policies, and guidance | 1=NEED MAJOR IMPROVEMENT | 4 | 8.9% | 5 | 12.2% | 7 | 10.1% | 1 | 5.9% | 6 | 12.2% | 13 | 15.5% | 8 | 9.9% |
| | 2 | 7 | 15.6% | 6 | 14.6% | 6 | 8.7% | 1 | 5.9% | 4 | 8.2% | 12 | 14.3% | 6 | 7.4% |
| | 3 | 8 | 17.8% | 6 | 14.6% | 13 | 18.8% | 1 | 5.9% | 9 | 18.4% | 12 | 14.3% | 19 | 23.5% |
| | 4 | 8 | 17.8% | 6 | 14.6% | 9 | 13.0% | 7 | 41.2% | 10 | 20.4% | 9 | 10.7% | 20 | 24.7% |
| | 5 | 6 | 13.3% | 10 | 24.4% | 10 | 14.5% | 2 | 11.8% | 12 | 24.5% | 19 | 22.6% | 15 | 18.5% |
| | 6 | 7 | 15.6% | 7 | 17.1% | 19 | 27.5% | 4 | 23.5% | 5 | 10.2% | 13 | 15.5% | 8 | 9.9% |
| | 7=EXCELLENT | 5 | 11.1% | 1 | 2.4% | 5 | 7.2% | 1 | 5.9% | 3 | 6.1% | 6 | 7.1% | 5 | 6.2% |

Regulations, Policies, and Guidance Arena

| | | Administrative Office | | | | | | | | | | | | | |
|--|-----------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | | AK | | AZ | | CA | | CO | | ES | | ID | | MT | |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % |
| Being able to implement programs and decisions | 1=NEED MAJOR IMPROVEMENT | 3 | 7.0% | 1 | 2.4% | 6 | 8.5% | 1 | 5.0% | 1 | 2.0% | 9 | 11.1% | 3 | 3.5% |
| | 2 | 6 | 14.0% | 6 | 14.6% | 7 | 9.9% | 1 | 5.0% | 2 | 3.9% | 12 | 14.8% | 9 | 10.5% |
| | 3 | 8 | 18.6% | 8 | 19.5% | 16 | 22.5% | 5 | 25.0% | 6 | 11.8% | 15 | 18.5% | 18 | 20.9% |
| | 4 | 8 | 18.6% | 8 | 19.5% | 11 | 15.5% | 5 | 25.0% | 11 | 21.6% | 25 | 30.9% | 23 | 26.7% |
| | 5 | 10 | 23.3% | 11 | 26.8% | 22 | 31.0% | 5 | 25.0% | 17 | 33.3% | 16 | 19.8% | 23 | 26.7% |
| | 6 | 7 | 16.3% | 6 | 14.6% | 7 | 9.9% | 3 | 15.0% | 10 | 19.6% | 4 | 4.9% | 6 | 7.0% |
| | 7=EXCELLENT | 1 | 2.3% | 1 | 2.4% | 2 | 2.8% | | | 4 | 7.8% | | | 4 | 4.7% |
| Regulations, Policies, and Guidance | 1=NEED MAJOR IMPROVEMENT | 4 | 9.1% | 2 | 4.5% | 8 | 10.1% | 1 | 5.0% | | | 10 | 11.8% | 5 | 5.5% |
| | 2 | 5 | 11.4% | 7 | 15.9% | 9 | 11.4% | | | 5 | 9.1% | 11 | 12.9% | 7 | 7.7% |
| | 3 | 10 | 22.7% | 10 | 22.7% | 18 | 22.8% | 4 | 20.0% | 7 | 12.7% | 20 | 23.5% | 26 | 28.6% |
| | 4 | 9 | 20.5% | 9 | 20.5% | 13 | 16.5% | 7 | 35.0% | 12 | 21.8% | 18 | 21.2% | 17 | 18.7% |
| | 5 | 12 | 27.3% | 12 | 27.3% | 22 | 27.8% | 5 | 25.0% | 19 | 34.5% | 21 | 24.7% | 22 | 24.2% |
| | 6 | 3 | 6.8% | 4 | 9.1% | 7 | 8.9% | 3 | 15.0% | 7 | 12.7% | 5 | 5.9% | 10 | 11.0% |
| | 7=EXCELLENT | 1 | 2.3% | | | 2 | 2.5% | | | 5 | 9.1% | | | 4 | 4.4% |

Regulations, Policies, and Guidance Arena

| | | Administrative Office | | | | | | | | | | Overall Company | |
|--|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----------------|-------|
| | | NM | | NV | | OR | | UT | | WY | | Count | Col % |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | | |
| Having clear and understandable regulations, policies, and guidance | 1=NEED MAJOR IMPROVEMENT | 18 | 23.7% | 13 | 18.3% | 16 | 12.8% | 4 | 19.0% | 17 | 15.5% | 108 | 13.2% |
| | 2 | 12 | 15.8% | 8 | 11.3% | 25 | 20.0% | | | 14 | 12.7% | 122 | 15.0% |
| | 3 | 12 | 15.8% | 12 | 16.9% | 22 | 17.6% | 2 | 9.5% | 19 | 17.3% | 137 | 16.8% |
| | 4 | 16 | 21.1% | 15 | 21.1% | 33 | 26.4% | 3 | 14.3% | 23 | 20.9% | 184 | 22.5% |
| | 5 | 10 | 13.2% | 16 | 22.5% | 16 | 12.8% | 9 | 42.9% | 20 | 18.2% | 162 | 19.9% |
| | 6 | 8 | 10.5% | 5 | 7.0% | 11 | 8.8% | 3 | 14.3% | 15 | 13.6% | 88 | 10.8% |
| | 7=EXCELLENT | | | 2 | 2.8% | 2 | 1.6% | | | 2 | 1.8% | 15 | 1.8% |
| Having reasonable regulations, policies, and guidance | 1=NEED MAJOR IMPROVEMENT | 15 | 19.5% | 12 | 16.7% | 20 | 15.6% | 3 | 13.0% | 7 | 6.3% | 104 | 12.5% |
| | 2 | 14 | 18.2% | 13 | 18.1% | 21 | 16.4% | 1 | 4.3% | 16 | 14.4% | 117 | 14.1% |
| | 3 | 19 | 24.7% | 11 | 15.3% | 25 | 19.5% | 2 | 8.7% | 26 | 23.4% | 146 | 17.6% |
| | 4 | 13 | 16.9% | 15 | 20.8% | 30 | 23.4% | 6 | 26.1% | 17 | 15.3% | 165 | 19.9% |
| | 5 | 11 | 14.3% | 12 | 16.7% | 21 | 16.4% | 7 | 30.4% | 26 | 23.4% | 172 | 20.7% |
| | 6 | 5 | 6.5% | 5 | 6.9% | 9 | 7.0% | 4 | 17.4% | 17 | 15.3% | 105 | 12.6% |
| | 7=EXCELLENT | | | 4 | 5.6% | 2 | 1.6% | | | 2 | 1.8% | 22 | 2.6% |
| Enforcing regulations and policies | 1=NEED MAJOR IMPROVEMENT | 8 | 10.8% | 8 | 11.6% | 16 | 12.8% | 2 | 10.5% | 18 | 17.5% | 86 | 11.0% |
| | 2 | 3 | 4.1% | 6 | 8.7% | 14 | 11.2% | 5 | 26.3% | 13 | 12.6% | 89 | 11.4% |
| | 3 | 14 | 18.9% | 10 | 14.5% | 17 | 13.6% | 3 | 15.8% | 11 | 10.7% | 112 | 14.3% |
| | 4 | 17 | 23.0% | 16 | 23.2% | 24 | 19.2% | 4 | 21.1% | 19 | 18.4% | 149 | 19.0% |
| | 5 | 13 | 17.6% | 19 | 27.5% | 28 | 22.4% | 2 | 10.5% | 27 | 26.2% | 188 | 24.0% |
| | 6 | 12 | 16.2% | 9 | 13.0% | 21 | 16.8% | 3 | 15.8% | 13 | 12.6% | 118 | 15.1% |
| | 7=EXCELLENT | 7 | 9.5% | 1 | 1.4% | 5 | 4.0% | | | 2 | 1.9% | 42 | 5.4% |
| Interpreting regulations consistently | 1=NEED MAJOR IMPROVEMENT | 20 | 27.4% | 12 | 17.4% | 23 | 18.3% | 4 | 22.2% | 16 | 15.7% | 124 | 16.1% |
| | 2 | 9 | 12.3% | 13 | 18.8% | 15 | 11.9% | 1 | 5.6% | 15 | 14.7% | 91 | 11.8% |
| | 3 | 14 | 19.2% | 8 | 11.6% | 21 | 16.7% | 1 | 5.6% | 15 | 14.7% | 115 | 15.0% |
| | 4 | 12 | 16.4% | 12 | 17.4% | 24 | 19.0% | 2 | 11.1% | 23 | 22.5% | 147 | 19.1% |
| | 5 | 9 | 12.3% | 18 | 26.1% | 24 | 19.0% | 7 | 38.9% | 23 | 22.5% | 177 | 23.0% |
| | 6 | 8 | 11.0% | 5 | 7.2% | 16 | 12.7% | 2 | 11.1% | 9 | 8.8% | 90 | 11.7% |
| | 7=EXCELLENT | 1 | 1.4% | 1 | 1.4% | 3 | 2.4% | 1 | 5.6% | 1 | 1.0% | 24 | 3.1% |
| Involving me in the development of regulations, policies, and guidance | 1=NEED MAJOR IMPROVEMENT | 13 | 18.1% | 15 | 21.1% | 25 | 19.2% | 2 | 9.5% | 10 | 9.3% | 109 | 13.8% |
| | 2 | 12 | 16.7% | 6 | 8.5% | 22 | 16.9% | 3 | 14.3% | 19 | 17.6% | 104 | 13.2% |
| | 3 | 16 | 22.2% | 15 | 21.1% | 17 | 13.1% | 5 | 23.8% | 19 | 17.6% | 140 | 17.8% |
| | 4 | 12 | 16.7% | 11 | 15.5% | 27 | 20.8% | 3 | 14.3% | 27 | 25.0% | 149 | 18.9% |
| | 5 | 10 | 13.9% | 12 | 16.9% | 28 | 21.5% | 6 | 28.6% | 13 | 12.0% | 143 | 18.1% |
| | 6 | 9 | 12.5% | 11 | 15.5% | 11 | 8.5% | 2 | 9.5% | 15 | 13.9% | 111 | 14.1% |
| | 7=EXCELLENT | | | 1 | 1.4% | | | | | 5 | 4.6% | 32 | 4.1% |

Regulations, Policies, and Guidance Arena

| | | Administrative Office | | | | | | | | | | Overall Company | |
|--|--------------------------|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----------------|-------|
| | | NM | | NV | | OR | | UT | | WY | | Count | Col % |
| | | Count | Col % | Count | Col % | Count | Col % | Count | Col % | Count | Col % | | |
| Being able to implement programs and decisions | 1=NEED MAJOR IMPROVEMENT | 6 | 8.3% | 6 | 8.6% | 17 | 13.4% | 2 | 9.1% | 7 | 6.3% | 62 | 7.8% |
| | 2 | 7 | 9.7% | 10 | 14.3% | 13 | 10.2% | 1 | 4.5% | 9 | 8.1% | 83 | 10.4% |
| | 3 | 16 | 22.2% | 13 | 18.6% | 26 | 20.5% | 3 | 13.6% | 19 | 17.1% | 153 | 19.2% |
| | 4 | 23 | 31.9% | 18 | 25.7% | 33 | 26.0% | 7 | 31.8% | 30 | 27.0% | 202 | 25.4% |
| | 5 | 12 | 16.7% | 16 | 22.9% | 27 | 21.3% | 7 | 31.8% | 33 | 29.7% | 199 | 25.0% |
| | 6 | 7 | 9.7% | 6 | 8.6% | 10 | 7.9% | 1 | 4.5% | 10 | 9.0% | 77 | 9.7% |
| | 7=EXCELLENT | 1 | 1.4% | 1 | 1.4% | 1 | .8% | 1 | 4.5% | 3 | 2.7% | 19 | 2.4% |
| Regulations, Policies, and Guidance | 1=NEED MAJOR IMPROVEMENT | 14 | 18.4% | 10 | 13.9% | 15 | 11.3% | 2 | 8.7% | 8 | 7.3% | 79 | 9.5% |
| | 2 | 11 | 14.5% | 10 | 13.9% | 21 | 15.8% | 2 | 8.7% | 23 | 20.9% | 111 | 13.3% |
| | 3 | 19 | 25.0% | 17 | 23.6% | 28 | 21.1% | 4 | 17.4% | 23 | 20.9% | 186 | 22.4% |
| | 4 | 16 | 21.1% | 14 | 19.4% | 33 | 24.8% | 8 | 34.8% | 22 | 20.0% | 178 | 21.4% |
| | 5 | 11 | 14.5% | 12 | 16.7% | 26 | 19.5% | 6 | 26.1% | 28 | 25.5% | 196 | 23.6% |
| | 6 | 5 | 6.6% | 8 | 11.1% | 9 | 6.8% | | | 6 | 5.5% | 67 | 8.1% |
| | 7=EXCELLENT | | | 1 | 1.4% | 1 | .8% | 1 | 4.3% | | | 15 | 1.8% |

Stakeholders and Partners

Summary of Stakeholder and Partners Customer Survey Idaho - 1997 Baseline

National and Idaho Overview

Based on a random Nation-wide telephone survey of 904 individuals and organizations, conducted in August and September 1997¹, 46 percent of the BLM's stakeholders and partners are satisfied with BLM's performance. Idaho's stakeholders and partners are slightly less satisfied at 42 percent. When asked for suggestions to improve BLM's performance, 42 percent said improve land management and 25 percent recommended improving relationships with the public. The average percent satisfied for the arenas identified by the stakeholders and partners in focus groups for BLM-wide and for Idaho are:

| <u>Arena</u> | <u>Percent Satisfied</u> <u>(scores above 5 ³)</u> | |
|---------------------------------------|--|--------------|
| | <u>BLM</u> | <u>Idaho</u> |
| ■ Overall | 46 | 42 |
| ■ Processing Permits and Applications | 54 | 60 |
| ■ Communicating with the Public | 54 | 56 |
| ■ Resource Management | 48 | 51 |
| ■ Leadership and Partnership | 45 | 48 |
| ■ Rules, Regulations and Guidance | 34 | 31 |

The overall BLM and Idaho percent satisfied are lower than the 1995 survey results from use authorization customers (57% satisfied) and the 1997 survey results from state and local governments (51% satisfied).

Public Information Centers have the highest satisfaction of all BLM programs with 95 percent satisfied, followed by wildhorse and burro adopters at 89 percent satisfied. The BLM has a target of a 15 percent increase in overall BLM customer satisfaction in all categories. For this category, the BLM-wide target for 2002 is 53 percent satisfied. (*Strategic Plan*, page 49).

Priority Areas for Improvement

The survey also examined and prioritized improvement opportunity areas for the BLM. The administration and interpretation of rules, regulations and guidance have the highest potential for improving customer satisfaction, with leadership and partnership next. Specific actions BLM could do to improve customer satisfaction would be (in priority order):

- Being able to implement programs and decisions (i.e., doing what we say we will).
- Interpreting regulations consistently.
- Having reasonable rules, regulations and guidance.
- Taking initiatives on issued affecting land management agencies to educate, communicate, and coordinate with the public about issues and decisions.
- Balancing the multiple uses of public lands.

¹ "Stakeholder and Partner satisfaction with the Bureau of Land Management," conducted by Pacific Consulting Group, October 1997.

² Stakeholders are those people or organizations who have an interest in BLM products or services (e.g., Cattlemen's Association, Sierra Club, etc.). Partners are those people or organizations, who help BLM deliver its products and services (e.g., Universities, County Governments, etc.).

³ Research indicates 90% of "4" scores are in fact a negative response and, therefore, on a 1-7 scale a score of 5 and above represents satisfied.

Summary of Stakeholder and Partners Customer Survey Idaho - 1997 Baseline

National and Idaho Overview

Based on a national Idaho-wide telephone survey of 204 Idaho individuals and organizations conducted in August and September 1997, 46 percent of the BLM's stakeholders and partners are satisfied with BLM's performance. Idaho's stakeholders and partners are slightly less satisfied at 45 percent. When asked for suggestions to improve BLM's performance, 45 percent said improve land management and 35 percent recommended improving relationships with the public. The average percent satisfied for the means identified by the stakeholders and partners in focus groups for BLM-wide and for Idaho are:

| Percent Satisfied | Focus Group |
|-------------------|-----------------------|
| 46 | BLM Library |
| 45 | Denver Federal Center |
| 44 | Bldg. 85, GC-321 |
| 43 | P.O. Box 25047 |
| 42 | Denver, CO 80225 |

- Overall
- Improving BLM's performance
- Relationships with the public
- Resource Management
- Leadership and Partnership
- Policy, Regulation and Compliance

The overall BLM and Idaho percent satisfied are lower than the 1995 survey results from our subpopulation customers (57% satisfied) and the 1997 survey results from state and local government (51% satisfied). Public Information Center has the highest satisfaction of all BLM programs with 92 percent satisfied, followed by Wildlife and Plant Programs at 89 percent satisfied. The BLM has a target of a 15 percent increase in overall BLM customer satisfaction in all categories. For this category, the BLM-wide target for 2001 is 55 percent satisfied (5% target from page 49).

Priority Areas for Improvement

The survey also revealed and practical improvement opportunity areas for the BLM. The administration and interpretation of rules, regulations and guidance have the highest potential for improving customer satisfaction with leadership and partnership area. Specific actions BLM could do to improve customer satisfaction would be the priority order:

- Being able to implement programs and decisions (i.e., doing what we say we will)
- Interpreting regulations consistently
- Being reasonable rules, regulations and guidance
- Taking initiatives on issues affecting land management agencies to educate, communicate, and coordinate with the public about issues and decisions
- Reducing the number of public lands

1 - Stakeholder and Partner satisfaction with the degree of land management, conducted by Public Information Center, October 1997.

2 - This survey was conducted by the Public Information Center, October 1997. The survey was conducted by the Public Information Center, October 1997. The survey was conducted by the Public Information Center, October 1997.

3 - Survey results are based on 204 Idaho individuals and organizations, on a 1-5 scale a score of 1 was highest satisfaction.

Results for Idaho

Idaho is lower overall than the Bureau-wide average, but higher than the national average in all categories except rules, regulations and guidance. The suggestions for improvement are not significantly different than the national priorities. The stakeholder and partner survey results mirror the same priorities of the employees from the 1995 survey, with employees being more dissatisfied than the external customers. Idaho employees said that interpreting regulations consistently among BLM offices and other agencies was not as high a priority as having support of enforcement of existing regulations. In their open-ended comments the employees most often said that consistent and fair enforcement and useful regulations would improve the regulatory process in Idaho. Overall, only 16 percent of the Idaho employees were satisfied with the management of the regulatory process. The Idaho employees concurred with stakeholders top priority of taking action on issues versus just talking about them (24 % satisfied) and resolving policy issues effectively and in a timely manner (16% satisfied).

So What?

The BLM has formally committed to improve customer satisfaction in the Strategic Plan and the public and Congress will use the result of these surveys to evaluate BLM's performance and budget requests. The 1997 results are establishing the baseline for subsequent measurement and reporting. Customer survey data is a widely recognized outcome measure and fully meets the requirements of the Government Performance and Results Act for outcome measurement. The strategic goal for the BLM is as follows (page 49):

Improve customer service and increase customer satisfaction. By 2002 improve BLM's understanding of customer needs by measuring satisfaction levels, particularly for recreation and commercial users.

Methodology

The survey was a random sample from lists compiled from existing databases at State Offices by State Customer Service Leads. The sampling error of the survey is 2.7 percent at a 95 percent confidence level, which is research quality results suitable for publication in research journals. The phone survey was conducted between August and September 1997. The participation rate for the survey was 97 percent and the completion rate was 82 percent, which assures that the results reflect the opinions of the entire population of stakeholders and partners (i.e., statistically, results would not change regardless of additional responses).⁴ The questionnaires were developed based on focus groups of stakeholders and partners held in Salt Lake City, Utah; Phoenix, Arizona (Arizona Resource Advisory Council); and Washington, DC. The focus group participants were asked to identify what meant the most to them in their interaction with BLM and were directly translated into the questionnaire.

⁴ Participation Rate is defined as:

The number of completed interviews

The number of completed interviews + Refusals + Terminates

Completion Rate is defined as:

Number of completed interviews

Number of completed interviews + the number of eligible respondents in sample

Where eligible sample includes:

No answer, not available, answering machine, busy, scheduled callbacks, refusals, and terminates

Results for Idaho

Idaho is lower overall than the Bureau-wide average, but higher than the national average in all employees except rules, regulations and guidance. The suggestions for improvement are not significantly different than the national priorities. The stakeholder and partner survey results mirror the same priorities of the employees from the 1993 survey, with employees being more dissatisfied than the external customers. Idaho employees said that improving regulations consistently among BLM offices and other agencies was not as high a priority as having support of enforcement of existing regulations. In their open-ended comments the employees from other said that support and fair enforcement and useful regulations would improve the regulatory process in Idaho. Overall, only 15 percent of the Idaho employees were satisfied with the management of the regulatory process. Employees concerned with stakeholders top priority of taking action on issues were 24 percent (24% satisfied) and resolving policy issues effectively and in a timely manner.

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Denver, CO 80225**

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Improve customer service and business customer satisfaction. By 2002 improve BLM's understanding of customer needs by measuring satisfaction levels, particularly for recreation and commercial users.

Methodology

The survey was a random sample from lists compiled from existing databases at State Offices by State Customer Service Leads. The sampling error of the survey is 2.7 percent at a 95 percent confidence level, which is research quality results suitable for publication in research journals. The phone survey was conducted between August and September 1997. The participation rate for the survey was 97 percent and the completion rate was 82 percent which means that the results reflect the opinions of the entire population of stakeholders and partners (i.e., statistically, results would not change regardless of additional responses). The questionnaire was developed based on focus groups of stakeholders and partners held in Salt Lake City, Utah; Phoenix, Arizona; Bureau Resource Advisory Council; and Washington, DC. The focus group participants were asked to identify what they thought the most to them in their interaction with BLM and were directly translated into the questionnaire.

Where rights groups indicate
Comments that indicate
Customer Satisfaction
The number of employees surveyed
The number of employees surveyed = 1000 + 1000
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